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Final Report

# THE IMPACT AND EFFECTIVENESS OF TRAINING AND CAPACITY BUILDING UNDERTAKEN UNDER THE UP SODIC LAND RECLAMATION PROJECT-II

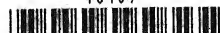
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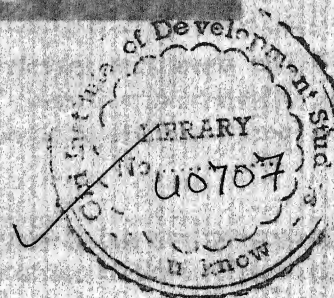
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June 2007

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## PREFACE

Nearly one and half million hectares of land in Uttar Pradesh is affected by different levels of sodicity. The Government of U.P. launched a U.P. Sodic Land Reclamation project with the help of the World Bank for reclamation of the sodic land in the early 1990s. The main objective of the project is to reverse the process of declining productivity of foodgrains through sustainable reclamation of sodic lands and prevention of further increase in sodicity in selected districts of the state with highest concentration of sodic areas.

The second phase of the project started in April 1999. The project is spread over 17 districts of Uttar Pradesh. The 12 districts belong to Sodic-I areas and remaining five districts are those which were undertaken during same period in EU funded "UP Alkaline Land Reclamation and Development Project".

Human resource development and capacity building at different levels are integral part of the project to provide essential knowledge in development and implementation of various activities of the project. A number of training programs have been organized in the project at different levels for carrying out the various activities of the project for this purpose. The line departments are also playing a critical role and have implemented the training programs to enhance the capacity building by providing the best performance in the project activities. A framework for HRD and capacity building has been formulated and implemented in the project.

The present study was undertaken to study the impact and effectiveness of training and capacity building undertaken under the UP Sodic Land Reclamation Project-II. The main objectives of the study included the following:

- Evaluate the effectiveness of capacity building strategy.
- Evaluate the impacts of various types of trainings/exposure visits/ workshops organized for the participating families by UPBSN.
- Evaluate the impact of training programs for staff/officers/NGOs organized by UPBSN / PWD / ID / RSAC / UPCAR / DPR / DOA
- Assess the effectiveness of training Institutes involved in training programs at different levels like HQ/District/Village.

The study is based on extensive desk review of the relevant documents at UP BSN supplemented by field study conducted in nine project districts. Extensive interviews were held with the various officials and stakeholders as well as the beneficiaries to examine various aspects of the training programme.

We would like to thank the UPBSN for entrusting this study to our Institute and making funds available for the same. Thanks are due to various officials of the UPBSN for sparing their time for detailed discussions on various aspects of the training programme and their cooperation in arranging the field visits. In particular we would like to express our gratitude to Ms. Monica Garg, IAS, Managing Director, UPBSN, Shri P. C. Singh, General Manager and Shri S.K. Agarwal, Senior Manager (System). Shri Alok Saigal extended all necessary help and provided the required documents and information required for the study.



We would also like to thank the district project officers and other project staff of UPBSN for their cooperation in the field visits. Thanks are also due to the various beneficiaries and stakeholders for the lively and fruitful discussions and interviews.

We would like to express our special thanks to Shri R. S. Saxena, who spared his time as consultant for the study. His vast experience in the field of training and capacity building was of invaluable help in designing and conducting the study and preparation of the report.

Thanks are due to the project staff including Shavashri Suresh Chandra, Vineet Singh, Kishori Lal, Mahesh Chandra Pal, Srinivas Pandey, Tauheed Alam, Deep Chandra Arya, Ms. Achala Srivastava, Ms. Anusuiya Devi and Ms. Manju Joshi, who braved the cold and other problems of the field survey and helped in processing and analysis of data.

I would also like to thank my colleagues Dr. G.S Mehta and Dr. Sanatan Nayak for their sincere and hard work in conducting the present study and supervising the field work and data analysis and preparing the draft report.

It is hoped the report will be found useful and help in improving the effectiveness of training and capacity building programme in the next phase of the project.

Lucknow  
June 7, 2007

Ajit Kumar Singh  
Director

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## **CHAPTER 1**

# **INTRODUCTION, OBJECTIVES AND METHODOLOGY OF THE STUDY**

### **1.1 BACKGROUND**

UP Sodic Lands Reclamation Project-II was conceived in 1997 aimed at reclaiming 150,000 hectare sodic area over a time span of seven years. The birth of UPSLRP-II is the outcome of the success of the first phase. The proposal of the UP Sodic Lands Reclamation Project-II was sent to the World Bank within fourteen months from the MTR of the pilot project and on 4<sup>th</sup> February agreement regarding phase-II was signed between Government of India, Government of Uttar Pradesh and World Bank. Reclamation of a total sodic area of 150,000 ha with total cost of Rs. 1469 Crore has been planned for phase-II. Initially, it was considered to confine the project to same 10 districts, (now 12 in number due to division of Etawah and Aligarh) with a view to saturate the entire district in terms of reclamation of sodic soils. After two years of implementation, five erstwhile EU supported project districts were also included making the total strength to be 17 districts. Based on experiences of the first phase, some additional activities were also included in the phase-II. Farm-to-market road, strengthening of Panchayat through construction of Panchayat Bhavan and capacity building of Gram Panchayats and other Panchayat personnel, Micro Credit Action Research, demonstration of advanced agriculture technology, main drain remodeling, human resource development, adaptive research and project management, which were added as new components. Inclusion of privatization of extension services has been kept as high priority area and has come up as a legal covenant.

### **1.2. OBJECTIVE, PROFILE AND COMPONENT OF THE PROJECT**

#### **1.2.1 OBJECTIVE**

The main objective of the project is to reverse the process of declining productivity of foodgrains through sustainable reclamation of sodic lands and prevention of further increase in sodicity in selected districts of the state with highest concentration of sodic areas.

#### **1.2.2 PROFILE**

- The project "UP Sodic Lands Reclamation Project-II" was sanctioned in April 1999. The project aims to reclaim 150000 ha of sodic soils out of which 135000 ha area is planned to be put under crop production and rest 15000 ha under horticultural crops/inter-horticulture.
- The project is spread over 17 districts of Uttar Pradesh. The 12 districts belong to Sodic-I areas and remaining five districts are those which were undertaken during same period in EU funded "UP Alkaline Land Reclamation and Development Project".



- The sodic sites were selected on the criteria of depth and quality of ground water, extent of sodicity, and nearness to the main drains.
- Implementation methodology continues to be the same as in pilot phase.

### 1.2.3 COMPONENT

The following are the main components of the project.

#### 1. On Farm Development (OFD) and Land Reclamation

The component addresses the need for beneficiary-led on farm reclamation efforts in 1,50,000 ha sodic soils spread over 17 districts of Uttar Pradesh. About 50 percent of this area is targeted to be from C class barren sodic soils with 40 percent from B class having one paddy crop and remaining 10 percent from B+ class double-cropped land with very low yields. In all three categories of land pH has to be essentially more than 8.5. In selected districts majority of the sodic soils belong to saline alkali and alkali category.

#### 2. Rehabilitation and Maintenance of Main Drains

The main drain rehabilitation and maintenance has been addressed an important aspect of sodic land reclamation. Remodeled main drains not only removed from 1,50,000 ha of reclaimed sodic lands but also improved and conserve the entire catchments of 1.2 million ha. Moreover, it has positive impact by reversing, arresting or delaying the process of sodic land formation. Rehabilitation and maintenance of main drains has been entrusted to Irrigation Department, which has established seven dedicated divisions for this purpose.

#### 3. Technology Dissemination

The main objective of this component is to establish a community-based demand-driven system for technology dissemination in the project districts. At the district and block level, it has been proposed to adopt a multidisciplinary team approach to technology dissemination. Accordingly, District Implementation Coordination Committee (DICC) and Block Technology Team (BTT) at district and block levels respectively have been established. At district level, District Technology Management Team constituted by DICC was responsible for preparing Strategic Research & Extension Plan (SREP) of the district for five years. Based on SREP, annual action plans at block level with advice from Farmers Advisory Committee (FAC) has been prepared by BTTs. Use of electronic media, printed literature, flip charts, monthly impact points were also an integral part of the technology dissemination system.

#### 4. Upgrading Farm-to-Market Roads

During the implementation of first phase, existence of farm-to-market roads has been an essential part for smooth execution of reclamation works as well as for realizing the full benefits of sodic land reclamation. In view of this, PWD has been given the responsibility for construction of 700

kms of farm to market road in the project districts. It has also been decided that GOUP also ensured adequate resources to finance the maintenance of rural roads.

#### **5. HRD and Institutional Capacity Building of Support Services**

HRD and Institutional Capacity Building of support services came up as one of the major requirements for successful implementation in Phase-I. Thus, staff training and institutional strengthening in Panchayats, NGOs, Line agencies supporting the project's main activities have been kept as major component in the phase-II. Training needs have been addressed in the project, included specific modules and exposure visits in India and abroad. It is expected that Panchayati Raj System takeover number of developmental activities over a period of time. Thus project has supported construction of Panchayat Bhavan and training of elected officials, Panchayat staff and strengthening of Panchayat secretariat. In addition provision has also been made to evaluate sustainability of SHGs in areas where UPBSN has withdrawn and see whether banks and NGOs can support the system in the absence of government agencies.

#### **6. Adaptive Research**

The adaptive research component aims at verifying and refining the available technologies to suit the location-specific needs of the farmers. The entire process is coordinated by UPCAR. Projects are awarded by UPCAR after screened by Research Advisory Committee (RAC) formed to review the proposals.

#### **7. Project Management**

It is widely believed that excellent project management has been largely responsible for successful implementation of phase-I. Thus, in phase-II, project management has been kept as a separate component. The system of preparing annual action plan to assist project planning, implementation, coordination by UPBSN, monitoring by independent consulting firms on behalf of UPBSN, and supervision by IDA have continued to be an important management tool. Environmental Management Plan to monitor soil and water quality constitutes an important element of the project. Drainage improvement has been given maximum attention also. RSAC is assigned the task of monitoring the extent of physical and chemical improvements in land quality. For overall M&E of the project, three different types of activities, i.e., Project Implementation Monitoring, Agricultural and Socio-Economic Assessment and Impact of Participatory Management have been built into project design.

### **1.3. NEED, OBJECTIVE AND KEY TASK OF THE ASSIGNMENT**

#### **1.3.1 NEED OF THE ASSIGNMENT**

Human Resource Development and Institutional capacity building of support services is an important component of the project. It is widely regarded as the single most important resource

component for higher socio-economic development, which has been attempted through this project. In this regard, developing knowledge through process of learning by under taking different trainings at different level would help the sustainability aspect and income generating activity of the project. Considering the importance of providing training to the officials involving in the activities of the project, it was decided to train the staff of UPBSN, NGOs, line departments through participatory methods on management, administration, computers etc, which directly or indirectly deal with land reclamation and farm development. Moreover, the main stakeholders of UPSLRP-II are the beneficiary farmers and their families. Development of local leadership, learning decision-making process, resolving their own conflicts are some of the critical areas. Moreover, women are integral part of the project and organizing them into sustainable self help groups are also major challenges. Therefore, considering the importance, training of Technical, Participatory, Income Generating Activities, Indigenous Technical Knowledge and Refresher courses were provided to the above mentioned stakeholder based on their respective need.

Hence, to make this capacity building intervention more effective and viable, it is necessary to have a proper mechanism for monitoring the inputs of training events at various stages. This would further facilitate and strengthen for effective participation, extension and technology dissemination process. Moreover, it is important to make a qualitative assessment of training input and output and outcome with concrete findings. Therefore, considering the importance of monitoring mechanism, UPBSN has decided to conduct a study on the "Impact and Effectiveness of the Training under UPSLRP-II" at various level.

### **1.3.2 OBJECTIVE OF THE ASSIGNMENT**

The study has the following main objectives:

- Evaluate the effectiveness of capacity building strategy.
- Evaluate the impacts of various types of trainings/ exposure visits / workshops organized for the participating families by UPBSN.
- Evaluate the impact of training programs for staff/officers/NGOs organized by UPBSN/ PWD/ID/RSAC/UPCAR/DPR/DOA
- Assess the effectiveness of training Institutes involved in training programs at different levels like HQ/District/Village.

### **1.3.3. KEY TASKS OF THE ASSIGNMENT**

The assignment has the following key tasks:



- Document the strategy followed, including periodic needs assessment; kinds of training; mechanism for identifying training agencies and negotiating with them; mechanism for impact assessment etc.
- Evaluate the impact and effectiveness of various methods of capacity building – trainings, exposure visits, workshops, study tours etc.
- Evaluate on a sample basis impact of capacity building measures with respect to different stakeholders – communities, field staff, district staff, State level staff of UPBSN and other departments in terms of better understanding of project or better understanding of the technology, participatory model, roles, responsibilities etc.
- Evaluate the effectiveness of capacity building programs organized by different agencies – Irrigation Department, Agriculture Department, UPCAR, UPBSN, Department of Panchayat, PWD. etc.
- Quality and effectiveness of the training agencies contracted and the reasons for the results
- Evaluate the training assessments & capacity-building interventions carried out under the project with regard to developing the capacities of partner NGOs, through assessing the impacts of trainings/workshops/exposure visits organized for NGO functionaries.
- Evaluate the effectiveness of various training aids like Bhumitra, Impact Points, A-V aids, Folk Media, Training Modules on awareness-campaign, technical-diary, flip-chart etc in developing the capacities of farmers as well as project functionaries.
- Identify issues/gaps/areas requiring further attention in order to accomplish the project's objectives in terms of training.

#### **1. 4. METHODOLOGY OF THE ASSIGNMENT**

The detailed methodology for carrying out the tasks is given below.

##### **1. 4.1 DESK APPRAISAL**

An initial review of all the documents pertaining to the project and its implementation has been done to understand the project objectives, components, approaches, capacity building strategy & interventions and stakeholders/target groups. Project Appraisal Document (PAD), Mid Term Report (MTR) and Other Relevant documents has been thoroughly studied to understand the roles & responsibilities as well as learning requirements of all types of stakeholders as per perspective of the project. Annual Training Plans & Training Completion Reports, Content of different training has been collected and analyzed to see the gaps in planning and implementation in respect of training. Similarly Internal Impact Evaluation Training Reports, Internal as well as External Monitoring Report have been studied to know the appropriateness and adequacy of

training strategy, mechanism of training need assessment, scheduling, monitoring and modules/contents/contents, methodology, duration & frequency and training aids etc.

#### 1.4.2 FIELD APPRAISAL

A three-stage field appraisal has been followed to assess the extent of fulfillment of learning requirement as perceived by various stakeholders and the gaps with respect of training interventions undertaken so far. This has helped us to assess the impacts of training interventions taken up so far.

Stage-I	<b>State Level</b> –UPBSN Headquarter, Line Department like ID, PWD, DOA, DPR and RSAC, UPCAR etc
Stage-II	<b>District Level</b> - UPBSN & NGOs staff in the selected districts.
Stage-III	<b>Village Level</b> – WUGs members, Core Teams, WSHGs, MSHGs, MK/MMK/ Animators/Master Trainers, FFS and Clusters, Assistant Manager and NGO Supervisor (Male and Female).

#### 1.4.3 SAMPLING OF THE ASSIGNMENT

Three districts from each Region, i.e. Western, Central and Eastern region have been selected randomly. Out of each district, three villages have been selected in consultation with UPBSN officials on the basis of following criteria.

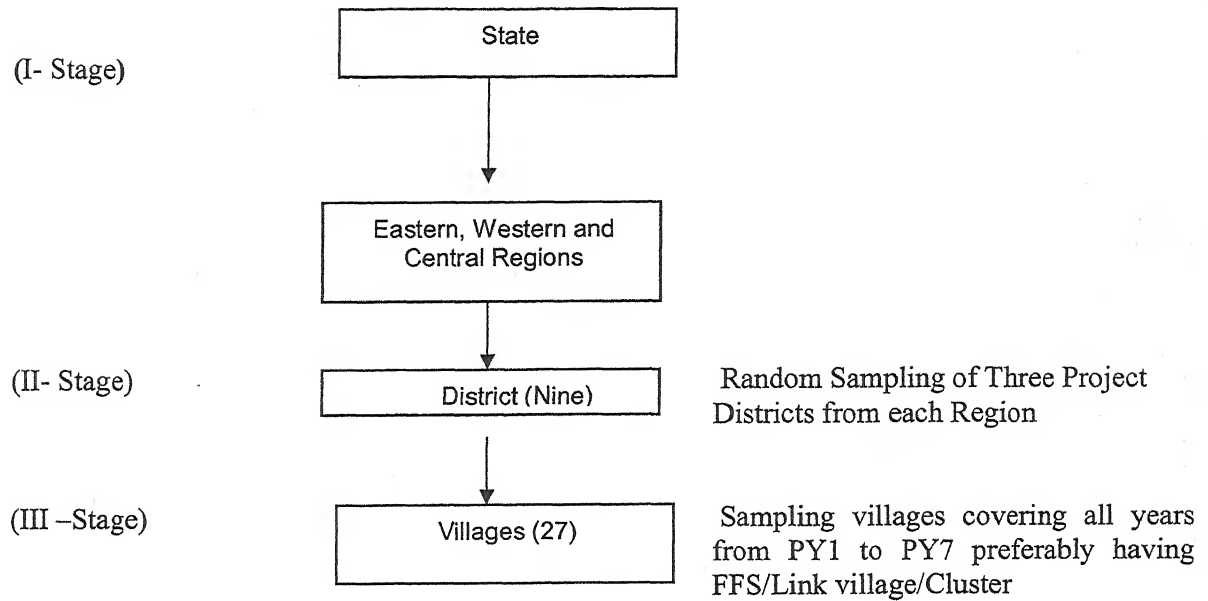
- Sample villages should be representative of all project years from PY1 to PY7
- The village should have a FFS or should be linked with FFS

**OR**

- The village should have a Cluster

Selection of all the 27 villages is necessarily covering from PY1 to PY7 on an average of 3/ 4 villages from each year. Moreover, the selection of each village in each district is also necessarily followed by the existence of a FFS or linkage with FFS or the existence of a cluster. In addition, atleast 10 beneficiaries (general farmers) have been interviewed in each village covering 290 respondents in all the 27 villages. Moreover, separate questionnaire has been used to capture the effectiveness of training in the involvement of the Animators, Master Trainers, SHGs and Micro Enterprises, MK/MMK, FFS, Core Team etc. based on the availability in each village.

### SCHEMATIC DIAGRAM SHOWING SAMPLING PROCESS



#### 1.4.4 LIST OF SELECTED DISTRICTS AND VILLAGES

Based on the above mentioned selection criteria, the following villages are selected for the purpose of present study (Table 1).



Table 1.1: District wise Selected Villages under the Study

Regions	District	Name of the Villages	Project Year	No. of FFS/ Link Village	o. of Cluster
Western Region	Aligarh,	Balukheda	PY1	LV	
		Bankner	PY3	1	1
		Nayal	PY6	LV	
	Etah	Pura	PY2	LV	
		Ajeet Nagar	PY4	1	
		Khiriya Patti	PY7	LV	1
	Etawah	Bhilauna	PY6	LV	
		Beena	PY5	1	
		Chimara	PY1	LV	1
Central Region	Hardoi (Sandela Unit)	Rithaven	PY2	LV	
		Suthena	PY5	1	1
		Bhadraen	PY6	LV	
	Raebarely	Bhadaiyan Mahmoodpur	PY4	LV	
		Terukha	PY7	LV	
		Jaitpur	PY2	1	1
	Fatehpur	Nanandpuri Skoori	PY6	1	
		Siyadi	PY5	1	
		Salemabad	PY2	1	1
Eastern Region	Allahabad,	Semari Taluka	PY7	LV	
		Maudostpur	PY5	LV	
		Sikandarpur	PY2	1	1
	Sultanpur	Baidaha	PY2	1	
		Malwa	PY4	LV	1
		Sonikpur	PY6	LV	
	Azamgarh,	Kharihani	PY3	1	
		Tarwan	PY5	LV	1
		Khanjahanpur	PY7	LV	
	9 Districts	27 Villages			

Source: From Field Survey

Note: Number of villages covered from different project years are as- PY1-2, PY2-6, PY3-2, PY4-3, PY5-5, PY6-5 PY7-4,

#### 1.4.5 SELECTION OF STAKEHOLDERS

Both primary and secondary type of stakeholders at different levels of the project has been covered for assessing the impact and effectiveness of training interventions. The following tables show the stakeholders to be covered for assessment at different levels of the project. However, the village level stakeholder may be divided into two parts, i.e., village level beneficiary with members of institutes developed at villages and village level field staffs of the UPBSN. While the number of Assistant Manager, NGO supervisor (both male and female) are considered field level staffs of the UPBSN and others are considered village level beneficiaries and institutions.

**Table 1.2: No. of Village Level Stake Holders in the Selected Districts**

Name of District	No. of members of WUG	No. of MK	No. of MMK	No. of Animator	No. of MT	No. of FFS	No. of Cluster	No. of SHG members	No. of Micro Enterprise	No. of AM	No. of NGO Supervisor (Male)	No. of NGO Supervisor (Female)
Etawah	33	3	3	5	3	1	1	6	6	2	4	0
Azamgarh	31	3	2	4	3	1	1	3	2	3	2	1
Rae Bareli	33	7	3	4	16	1	1	7	4	3	0	1
Hardoi	32	5	4	10	5	1	1	5	3	2	2	2
Sultanpur	33	2	3	4	4	1	1	4	3	1	1	0
Etah	32	5	4	4	0	1	1	7	5	6	3	2
Fatehpur	31	3	2	9	2	3	1	3	5	1	2	2
Aligarh	32	3	3	5	0	1	1	8	11	2	2	1
Allahabad	33	3	3	3	5	1	1	3	3	1	1	2
Total	290	34	27	48	38	11	9	46	42	21	17	11

Source: From Field Survey

Note: WUG stand for Water User Group, MK stand for Mitra Kishan, MMK stand for Mahila Mitra Kishan, MT stand for Master Trainer, FFS stand for Farmers Field School, SHG stand for Self Help Group, AM stand for Assistant Manager

District level stake holders are divided into officials and training institute for providing training and facilitating the activities of reclamation.

**Table 1.3: No. of District level Stake Holders in the Selected Districts**

Name of District	No. of NGO Accountant	No. of TCO	No. of PC/DC	No. of Deputy Manager	No. of Project Manager	Training Institute
Etawah	1	1	1	1	1	RIRD
Azamgarh	0	0	1	1	0	KVK
Rae Bareli	0	0	2	1	1	KVK
Hardoi	1	1	1	1	1	KGK
Sultanpur	0	1	1	0	1	KVK
Etah	0	1	2	0	1	Nothing
Fatehpur	1	1	1	0	1	DIRD
Aligarh	1	0	1	2	1	KVK
Allahabad	1	1	0	3	1	KVK
Total	5	6	10	9	9	8

Source: From Field Survey

**Table 1.4: No. of official at UPBSN and Line Departments**

Staff of UPBSN		Line Departments
Officials	Number	
Senior Officials	9	Uttar Pradesh Council of Agriculture Research (UPCAR), Remote Sensing Application Center (RSAC), Uttar Pradesh Public Works Department (U.P.P.W.D), Irrigation Department (I.D.), Department of Agriculture (DOA), Department of Panchayat Raj (DPR)
Junior Officials	13	
Office Staff	5	

Source: Survey Data

### 1.4.6 APPRAISAL TOOLS AND TECHNIQUES

Tools and techniques have been used for appraisal of stakeholders falling under different capacity building levels are mentioned below.

Key Stakeholders	Capacity Building Level	Appraisal Tools/Techniques
UPBSN Head Quarter Staffs/ officers.	State Level	Meeting, discussion and in-depth interviews with questionnaire.
PM, DM, DC, TCO, NGO Accountant	District Level	Focus Group Discussion/PRA, Workshops, and in-depth interviews/analysis.
AM, NGO supervisor, MK/MMK, Core Team, SIC, FFS, Clusters, Members of WUGs WSHGs	Village Level	Focus Group Discussions and in-depth interviews with questionnaire.

### 1.4.7 PROCESS FOLLOWED FOR FIELD APPRAISAL

Following process has been followed to appraise the stakeholders at different levels.

#### VILLAGE /DISTRICT LEVEL

Appraisal of farmers (WUG members, Core Team, WSHGs/MSHG, FFS and Cluster, Animator etc.) of the identified villages/ districts has been carried out through 5-6 days intensive interaction with them. The followings are the day wise schedule mentioned below.

#### I DAY:

1. Meeting with PM and DC for
  - Fixing time for village program in three sample villages.
  - Fixing a meeting with the AM/NGO supervisors and MK/MMKs
  - Fixing meeting with representatives of Line Department/Training Institution.
  - Discussion regarding training organized for them and their perception about training interventions/extension interventions undertaken for farmers and field staff
2. Meeting with DMs/TCO/NGO Acctt etc for
  - Discussion regarding training organized for them and their perception about training interventions/extension interventions undertaken for farmers and field staff

#### II DAY:

- FGD/Interview/PRA exercises with the members of WUG members, Core team, WSHGs/MSHGs, FFS and Cluster of one Sample Village.

#### III DAY:

- FGD/Interview/PRA exercises with the members of WUG members, Core team, WSHGs/MSHGs, FFS and Cluster of one Sample Village.

**IV DAY:**

- FGD/Interview/PRA exercises with the members of WUG members, Core team, WSHGs/MSHGs, FFS and Cluster of one Sample Village.

**V DAY:**

- Meeting and FGD/PRA with MK/MMK and enabling them to analyze training/workshop/exposure visits etc.
- Meeting and FGD/PRA with AMs to enable them to analyze training/workshop/exposure visits etc.
- Meeting and FGD/PRA with NGO supervisors and enabling them to analyze training/workshop/exposure visits etc.

**VI DAY:**

- Meeting and discussion with Line Department and Training Institutions
- Sharing the findings with PM/DC/DM/TCO/etc.

**STATE LEVEL**

Meetings with officials of UPBSN and Line Departments such as RSAC, UPCAR, PWD, Irrigation, Panchayat Raj and Agriculture has been organized to elicit the details of training imparted for them and their opinion about its effectiveness. In addition, findings of different exercises with the community and district level stakeholders have also shared to get their views for further improvement.

**1.5 ORGANIZATION OF THE STUDY**

The organization of the study is based on the sequence of the objectives of the study. Keeping all the objectives in mind, the study is organised into six chapters. First chapter deals with the background, objectives, profile and components of the project, need, objectives and task of the assignment. Finally, brief analysis of the methodology containing the desk review, field appraisal, sample size and process has been done in this chapter.

Based on the first objective to evaluate the effectiveness of the capacity building strategy, the study has attempted to review of all the documents pertaining to the project and its implementation and has been included in the second chapter. This has been done to understand the project objectives, components, approaches, capacity building strategy & interventions and stakeholders/target groups.

Based on the second objective, third and fourth chapters have been formulated. The effectiveness and impact of training on the village level beneficiaries is analysed in the third

chapter. Moreover, the involvement of the facilitators, viz., Mitra Kishan, Mahila Mitra Kishan and Animators in the process of training at the village level is also analysed in this chapter.

Fourth chapter deals with the institutional capacity building at the village level. However, various types of institutions, viz., Cluster, SHGs (male and female), Micro Enterprises and FFS including Master trainers are analysed under this category.

The involvement of the District/HQ level of UPBSN officials in the process of training is analysed in the fifth chapter. However, the officials of district level consist of UPBSN staff and NGO staff. The NGO staffs are NGO Supervisor (both Male and Female), TCO, PC/DC, NGO Accountant. District level staffs Assistant Managers, Deputy Managers and Project Managers. The involvement of various types of training institutes at the district level such as KVK, KGK, RIRD, DIRD are also included under this chapter. Moreover, it also deals with the training imparted to the officials of UPBSN at the Head Quarter level and the officials of all the Line Departments involved in the training under this project.

The summary and recommendations are analysed in the last chapter.

## CHAPTER 2

# REVIEW OF TRAINING STRATEGY, STRUCTURE, INSTITUTIONS AND METHODOLOGY

### 2.1 BACKGROUND

Uttar Pradesh Sodic Lands Reclamation Project-II (UPSLRP II) was developed on the basis of successful experiences of Uttar Pradesh Sodic Lands Reclamation Project. Project Appraisal Document (PAD) of UPSLRP II acknowledges success of the pilot project mainly due to: (a) flexibility in project design; (b) Commitment of UPBSN management and staff to succeed; (c) strong beneficiary participation by effective use of NGOs to motivate beneficiaries to organize themselves to participate in the planning and implementation of the programme, and (d) a systematic approach to the full reclamation package. Obviously commitment of UPBSN staff to succeed and strong beneficiary participation were result of intensive training interventions undertaken to build the capacity of field staff of UPBSN & NGOs and farmers. To further strengthen the project, based on lessons learned from experiences of the pilot project, following elements were also included in the design of UPSLRP II: (i) strengthening of supporting environment including local government, NGOs and the community; (ii) focus on training on extension staffs and farmers.

Focus of training in UPSLRP II was to build the capacity of field staffs of UPBSN, NGOs and Line Department so that they could perform their role efficiently and effectively. This has been done for facilitating and creating an environment, wherein farmers & farmers' institutions can build their own capacity to ensure sustainability of output and outcome of project. Accordingly, training was kept under two project components: (i) technology dissemination and (ii) HRD and institutional capacity building of support services. Training of UPBSN, NGOs and Line Department's staff were included in HRD and institutional capacity building of support services while training of farmers was kept under technology dissemination. In addition various agencies/stakeholders of specific modules and exposure visits to address their training needs were identified on the basis of lessons learned in pilot project and a comprehensive training plan spread over five years for all stakeholders was provided as a guide for developing annual training plans.

### 2.2 TRAINING STRATEGY

From the experiences of pilot project, UPBSN had fully realized that training is not only one event but also it is a process, where series of training interventions are purposely structured by



managerial and training staff to enable stakeholders to acquire competencies required for achieving aims and objectives of project. Based on lessons learnt and constraints faced in pilot project, following training strategy for UPSLRP II was developed to ground training plan given in PAD and achieve optimum results.

- Focus of training to be on farmers and grass-root field staff of UPBSN & NGOs.
- Local training Institution like KVK/KGK/RIRD/DIRD etc to be used for training of farmers and grass-root field staff.
- Best practitioners among farmers to be developed and used to train fellow farmers.
- UPBSN and NGOs field staff having potential and aptitude to be trained in trainers' mode and used as local level trainers especially in area of participation, extension methods and process skills etc.

### 2.3 TRAINING STRUCTURE

UPBSN headquarter has training cell, which is headed by Senior Manager (Training) and supported by one Executives and one Deputy Manager. Training Cell plans, supervises, coordinates and monitors all training related interventions under the guidance of top management of UPBSN. At project unit level one Training and Communication Organizer (TCO) is placed to plan, coordinate and monitor grass-root level training interventions under guidance of Training Cell, Project Manager and District Coordinator/Project Coordinator.

Based on proximity to stakeholders and training institutions, training interventions for different stakeholders to be undertaken directly by UPBSN have been categorized into four levels, i.e. (i) Headquarter Level, (ii) District Level, (iii) Village Level and (iv) Exposure Visits, with well-defined responsibility as shown below in table.

Level of Training Intervention	Target stakeholder	Training Institution/ Place	Major Responsibility of Organizing
Headquarter Level	HQ Officers/Staff, Project Manager, Deputy Manager, Deputy Manager (MI/Drainage), Deputy Manager (System), Accountants, District Coordinator/Project coordinator, Training and Communication Organizer, NGO Accountant, Extension staff of Agriculture, Horticulture & Animal Husbandry Departments	International/National/ State Level Institution/ UPBSN/NGOs	Training Cell
District Level	Assistant Manager, NGO Supervisors, Core Team, Mitra Kisan/Mahila Mitra Kisan, SHG Leaders, Animators	District Level Institution/ UPBSN/NGOs	TCO
Village Level	Members of Water User Groups (WUGs), Members of Self Help Groups (SHGs)	Site Implementation Committee, Farmer's field, WUG, SHG Meetings	AM/NGO Supervisors or Accountant
Exposure Visits	For all stakeholders as above	Within State Outside State and Overseas	TCO Training Cell

Exposure/Exchange visits within the state are organized under the guidance of Project Manager/District Coordinator with following guidelines issued by training cell for this purpose. Village level trainings are organized by concerned Assistant Manager/NGO Supervisor or Accountant, while district level trainings are organized by TCOs under guidance of Project Manager/District Coordinator. However, Exposure visits outside the state and overseas and headquarter level trainings are organized by training cell. Line Departments like RSAC, UPCAR, PWD, Irrigation and Panchayat Raj which are not involved in Agriculture extension, organize training for their staff working for UPSLRP-II.

A committee headed by Joint Managing Director and comprising of General Manager, Senior Manager (Training), Advisor (Participatory Management Cell) and Advisor (Credit Cell) oversee, guide and monitor the activities of training cell.

## 2.4 TRAINING INSTITUTIONS

Most of the training programmes were organized by involving government organisation on priority basis keeping in view the quality and cost structure of training. Involvement of NGOs and private sector was minimized due to the reasons of difficulty in identification of quality institutions, higher training cost and its difficulty in payment, work quality of training and past performance.

At district level, training institutions were identified in pilot project after visit of the institution on following criteria.

1. Availability of training infrastructure
2. Availability of resource persons
3. Past experience
4. Willingness of institution to organize training matching with time specific schedule of UPBSN

Training Manager of identified institutions along with identified resource persons were invited to attend a workshop at training center of UPBSN. During, this workshop, resource persons were oriented about project, training schedules and per participant per day training fee applicable for all District level institutions was agreed. All training aids prepared like Flip Charts, Audio, Video cassettes and Transparencies on various aspect were also provided to these training institutions. District level training institutions identified in pilot phase have been used in UPSLRP II also. However training fee agreed in pilot phase has been revised. In specific areas like participatory management, Self Help Groups and credit management etc these institutions did not have resource persons. UPBSN and NGOs field staff having potential and aptitude were identified and trained in trainers' mode so as to work as local resource person for district level trainings.

Similarly State/National/International training institutions and NGOs for exposure visits identified and used in pilot phase are being used in UPSLRP II also. However, a committee headed by Joint Managing Director and comprising of General Manager, Senior Manager (Training), Advisor (Participatory Management Cell) and Advisor (Credit Cell) identify new training institutions/NGOs as per changing need or wherever performance of earlier identified institution is not found suitable. List of institutions & NGOs involved in UPSLRP II for training and exposure visit is given in Annexure 1.

During last many years, progressive farmers following best pest practices, trained MK/MMK and Group leaders of WUG and SHG and animators of cluster of project villages, have been organized to form Farmers Field School or Cluster to ensure sustainability of outputs and outcome of project. These Farmers Field School or Cluster has also identified potential master trainers or resource persons of diverse fields according to their location specific needs. Capacity of these master trainers or resource persons has been built through intensive training and most of these Farmers Field School (FFS) or Cluster have been linked to local resource institutions like Krishi Vigyan Kendra (KVKs), Regional Institutes for Rural Development (RIRDs), NGOs and Private sector for continuous up-gradation of their knowledge and skills.

To build the institutional capacity and enhance skills of master trainers/ resource persons related to training, extension and facilitation, district level training like core team training,

MK/MMK training and training on Income Generation Activities etc have been entrusted to these FFSs and they have successfully organized trainings.

## **2.5 TRAINING MODULES AND ANNUAL TRAINING PLAN**

Assessment of training needs of different stakeholders was carried out in pilot phase through series of workshops of different level functionaries at different stages of project implementations. In these Workshops, functionaries, who had excelled at their jobs, were asked to explain in their language "what they do, how they do" to develop a competency profile of that level of functionary. Training modules were designed to cater the needs of each category of stakeholders and these modules were continuously refined based on feedback received from World Bank Missions, internal multi disciplinary team visits, visits of Zonal officers and external monitoring agencies.

UPSLRP II adopted/modified these modules and also identified new modules suiting to new components/elements of this project. However, contents of these modules are continuously being updated and new modules are identified to suit the changing situation, environment, and stages of project implementation on the basis of feedback received by World Bank Missions, internal team visits, visits of Zonal officers and external monitoring agencies. In addition, Training Cell annually request functionaries to review and match their competencies with respect to changing situation and environment and identify the gaps on a prescribed format. Following customized training modules for farmers and grass root UPBSN & NGO staffs are being effectively used for capacity building

### CUSTOMIZED TRAINING MODULES FOR UPBSN AND NGO FIELD STAFF AND FARMERS

	Target Stakeholder	Name of Module
Beneficiaries	Members of WUG	<ul style="list-style-type: none"> <li>• Season wise Training in SIC</li> <li>• Field Day</li> <li>• Demonstration</li> </ul>
	Group Leaders of WUG (Core Team)	<ul style="list-style-type: none"> <li>• Pre Reclamation 1<sup>st</sup> Training</li> <li>• Pre Reclamation 2<sup>nd</sup> Training</li> <li>• Post Reclamation 1<sup>st</sup> Training</li> <li>• Post Reclamation 2<sup>nd</sup> Training</li> </ul>
	Members of SHG	<ul style="list-style-type: none"> <li>• Quarterly Training</li> </ul>
	Group Leaders of SHG	<ul style="list-style-type: none"> <li>• SHG &amp; Credit Management</li> </ul>
	MK/MMK	<ul style="list-style-type: none"> <li>• Reclamation &amp; Kharif</li> <li>• Rabi</li> </ul>
	Animators	<ul style="list-style-type: none"> <li>• Boring Mechanic</li> <li>• Pump set Mechanic</li> <li>• Health</li> <li>• Animal Husbandry</li> <li>• Marketing</li> </ul>
NGO Staff	Assistant Manager/ Deputy Manager	<ul style="list-style-type: none"> <li>• Orientation/Reorientation</li> <li>• Capacity Building</li> <li>• Reclamation Technology</li> <li>• Crop Production</li> <li>• Horticulture</li> <li>• Vermi-compost/Bio Composting</li> <li>• Participatory Management</li> <li>• SREP Preparation</li> </ul>
	NGO Supervisors	<ul style="list-style-type: none"> <li>• Orientation/Reorientation</li> <li>• Capacity Building</li> <li>• SHG &amp; Credit Management</li> <li>• Micro Enterprise Development</li> <li>• Participatory Management</li> </ul>
	Deputy Manager (MI/ Drainage)	<ul style="list-style-type: none"> <li>• Orientation/Reorientation</li> <li>• Survey, Planning &amp; OFD</li> </ul>
	All UPBSN & NGO staff	<ul style="list-style-type: none"> <li>• Orientation</li> </ul>

Numbers of senior and middle level functionaries of UPBSN and NGOs are small and they are placed at different geographical locations, it is not feasible as well as cost effective to run a training programme based custom designed modules. Hence, training cell matches training requirement of these functionaries with standard modules being run by State/National/International level training institutions as specified in their annual training calendar and make use of these training programme.

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Training Cell prepares a training plan suiting to changing situation, environment, and stages of project implementation for farmers, UPBSN, NGO and Line Department staff engaged in agriculture extension under broad training plan provided in PAD. Other Line Departments like RSAC, UPCAR, PWD, Irrigation and Panchayat Raj prepare their own annual training plan for their staff on the basis of training needs of their staff and broad training plan provided in PAD.

A matrix of stakeholders wise Training Modules as per PAD & Kind of Training organized have been prepared as given in Annexure 2. It is clear from the matrix that training needs of almost all stakeholders except line departments as specified in PAD have been taken care of by kinds of training organized for them. Additionally training of master trainers/members of FFS & Cluster and training of SHG members are not planned in PAD, which have been organized as per changing need of UPSLRP-II. Abroad training and exposure component given in the training plan provided in PAD remained largely untouched.

## **2.6 TRAINING METHODOLOGY & TOOLS**

Training methodology has passed through various phases, i.e. from teacher taught mode to action oriented participatory learning based on lessons learnt during training programme for field staff of UPBSN and NGOs. Most notable feature has been initiation of training programme with attitudinal change exercises. This enables participants to become more receptive and related their personal goals with organization goals. However, various important methods have been adopted for the efficient and effective implementation of the project, which are as follows.

- (a) Appreciative Planning and Action: The entire process consists of 4 D's, i.e., Discovery, Dream, Design and Delivery.
- (b) Self Esteem, Associative Strength, Resourcefulness, Action plan and Responsibility (SARAR).
- (c) Icebreaking Exercise such as Brainstorming Session, Fish bowl exercise, PRA methods etc.

Participatory training tools like individual/group exercise followed by sharing, role-plays, case studies, debates, PRA tools & techniques are extensively used in training of staff. Similarly for training of farmers audio-visuals are extensively used. Mitra Kisan/Mahila Mitra Kisan/Progressive farmers/best practitioners are used to train fellow farmers. Demonstrations, field days and exposure visits are organized to enable farmers to learn through real life experiences.

## **2.7 TRAINING LITERATURE & AIDS**

UPBSN has developed diverse type of training and extension literature and aid for staff as well as farmers.



(a) **LIETRATURE FOR STAFF:** Following literature is provided to each UPBSN and NGO staff members who joins UPSLRP II.

1. **READING MATERIAL FOR ORIENTATION:** It is developed to orient all new staff of UPBSN, NGOs and line departments about UPSLRP-II objectives, Project components, Implementation strategy and implementation methodology etc.
2. **PARTICIPATORY RURAL APPRAISAL (PRA) MANUAL:** Participatory philosophy and methodology is closely embedded in approach of project implementation of UPSLRP-II. A manual has been prepared for field functionaries on PRA tools and techniques. It deals with participatory planning, participatory implementation, participatory monitoring & evaluation in sodic land reclamation project.
3. **PROJECT MANAGEMENT MANUAL:** It is developed to educate staff of UPBSN and NGOs about key points of Participatory Management, OFD Management, Boring Management, Input Management, Training Management and Technology Dissemination Management in UPSLRP-II.
4. **SIP MANUAL:** Site Implementation Plan is a document, which is prepared by farmers about location specific need based activities to be undertaken in a particular project village with in specific time schedule with well defined role and responsibilities for each activity. This manual has been prepared to inform field staff about step by step activities they need to perform to enable farmers to identify location specific needs and develop a plan
5. **TECHNICAL BULLETINS ON TECHNICAL & PARTICIPATORY ASPECTS:** Booklets on all topics relevant to UPSLRP II such as Reclamation, OFD, Paddy, Wheat, Soil Testing, Sunflower, Amla, Ber, Participation, Self Help Groups, Credit etc have been prepared as reference literature for field staff of UPBSN and NGOs.
6. **WOMEN SERIES:** Booklets on all topics relevant to women development like Health & Hygiene, Kitchen Gardening, Nutrition etc have developed as reference literature for NGO functionaries.
7. **SELF HELP GROUPS SERIES:** Booklets on all topics related to SHGs like Group formation, Account & Book keeping, Conflict Resolution, Micro Enterprise etc have developed as reference literature for NGO functionaries.
8. **QUESTION BANK:** This innovative method of question bank was devised to motivate field staff to update their knowledge by developing habit of reading above mentioned manual, booklets and series. All possible questions related with project pertaining to different department/section of

UPBSN HQ and implementation methodology were compiled in a form of question bank. Project managers select some question from this question bank and organize a quiz during monthly meeting of staff. The staff getting highest marks is given appreciation with a token award while staff getting lowest marks is reprimanded. This question bank method was found to be very useful in inculcating reading habit and enhancing knowledge level.

**(b) AIDS FOR FARMERS' TRAINING:** Following training and extension aids are provided to field staff, district level training institutions, FFS for using these in village level and district level training of farmers.

**1. TALKING POINTS FOR TRAINER:** A guide for trainers of district level training institutions specifying salient points related with each subject/module.

**2. KISAN SERIES:** Folders on all topics relevant to UPSLRP-II like Reclamation, OFD, Paddy, Wheat, Soil Testing, Sunflower, Amla, Ber, Participation, Self Help Groups, SIC & Core team, Credit etc have been prepared as reference literature for farmers.

**3. WHAT, WHY AND HOW SERIES:** Folders on all relevant activities to be undertaken during UPSLRP II implementation describing what is to be done, why it is to be done and how it is to be done, in simple language.

**4. FLIP CHARTS ON RECLAMATION, NURSERY, PADDY, WHEAT, DHAINCHA AND INTER HORTICULTURE:** Flip charts with visuals and written material in simple language has been provided to make the farmers understand easily. These charts have been made on reclamation, nursery, paddy, wheat, dhaincha and inter horticulture, these have been provided to staff and district level training institutions for using in village level training in SIC and district level training respectively.

**5. PROBLEM, CAUSE AND EFFECT CHART:** These charts have been prepared to reflect the gravity of effects of problems being faced by farmers if causes are not taken care of by them during project implementation

**6. USEFUL LOCAL GAMES FOR TRAINING:** SARAR tools were extensively used successfully in participatory drinking water project SWAJAL for joyful learning. Various SARAR tools were customized and new local games were improved to disseminate messages to farmers.

**7. COMPILATION OF ICE BREAKERS:** Various games and exercises have been compiled for facilitating trainers to use some of these as per need.

**8. AUDIO AND VIDEO CASSETTES:** Audio and Video Cassettes have been developed on reclamation, paddy nursery, paddy, wheat & green manuring.

## 2.8 MONITORING & EVALUATION

Number of stakeholders in UPSLRP II is very large. Annual training plans are developed to match the diverse and changing needs of different kinds of stakeholders. Monitoring the activities in time and right execution of training plans is huge task for training cell as well as project units. Above task is further compounded due to transfer of staff on deputation or resignation of staff on contract. All the database of training of all stakeholders' along with specific training needs specific modules are maintained on computer at PMU as well as HQ level. All the TCO/DC are called at HQ level for monthly meeting and then the reviewed training program is organized at PMU level. The strategy plan for next /future training program are also prepared /discussed. The reports of all training programs are accordingly prepared and collected in the meeting.

Each training event for grass root field staff and farmers is followed by feedback session in which participants judge the effectiveness/usefulness of training contents, methodology, trainers, aids/literature and infrastructure. Feedback thus obtained is used to improve further trainings. However, middle/senior level functionaries who are sent for training at state/ national/international level institution submit a report about effectiveness of training in terms of contents, methodology, trainers, literature and infrastructure to project manager/training cell and also make a presentation in monthly meeting at unit/headquarter about learning and how it can be used for betterment of project.

Impact assessment of training at farmers and staff level is done by external monitoring & evaluation agency WAPCOS/TAHAL/AFC, internal team visits and visits of zonal officer at a regular interval. Training cell also conduct impact assessment training for staff annually by through specially designed questionnaire.

## SUMMARY

This chapter deals with the review of documents dealing with strategy including periodic needs assessment, structure of trainings, training institutions, its modules and plan, the methodology and tools applied, monitoring and evaluation mechanism under the project. However, it is observed that the documents clearly bring out the proper strategy of training, four fold training structure, guidelines for selection of training institutions. Moreover, UPSLRP-II has also adopted/modified various modules and identified new modules suitable to the project. It is also observed that the UPBSN has adopted various methods such as Appreciative Planning and Action, SARAR, Icebreaking Exercise, which are important for carrying out the exercise effectively. Various satisfactory tools are adopted for UPBSN and NGO staffs as well as Farmers at the village level

for providing training in various subjects. Moreover proper monitoring and evaluation mechanism has been developed for the project. Each training event for grass root field staff and farmers is followed by feedback session, in which participants judge the effectiveness/usefulness of training contents, methodology, trainers, aids/literature and infrastructure. Impact assessment of training at farmers and staff level is done by external monitoring & evaluation agency, viz., WAPCOS/TAHAL/AFC, internal team visits and visits of zonal officer at a regular interval.

Capacity Building Strategy for the stakeholders of UPSLRP-II is a challenging task due to very large number of number of stakeholders with different type of training needs and dispersed over diverse geographical locations. This task becomes more complex due to very narrow time space available for seasonal training, multiplicity of training topics and sudden transfers of managerial staff on deputations. In spite of all these limitations, UPBSN has carried out training activities to achieve desired results quite satisfactorily because of the following reasons.

1. It has enabled large number of diverse type of stakeholders spread over different geographical locations to successfully acquire knowledge/competencies required to perform their roles. Under series of training interventions, UPBSN has produced various categories of beneficiaries during the seven years of project.

- Nearly 87 thousand core team members are provided training during the seven years.
- Nearly 11, 000 UPBSN staffs have been provided training in various subjects.
- Nearly 6, 038 NGO staff (both field and officials) have been provided training during this period.
- Nearly 13131 Line Department Staff have been provided training in the subject of capacity building, technical training, computer training, procurement and financial management and exposure visits

2. Farmers to Farmers Extension: Successfully developed local progressive farmers/best practitioners as master trainers and MKs/ MMKs and used them as resource persons/extension agents in SIC meetings and field days etc.

- Nearly 20 thousand of MK/MMK are provided training at different workshops.
- Nearly 2160 boring mechanics are provided training at different centres.
- Nearly 1845 pump set mechanics are provided training at different centres.
- Training was provided to 395 marketing animators in IED, Lucknow and SIRD, Lucknow to provide knowledge of market facility to SHG members at village.
- Similarly, officials on capacity building, technical training, procurement and Finance Management and Exposure visits were provided training.

3. Involvement of local training institutions like KVK, KGK, RIRD and DIRD etc. has enabled the project to organize training interventions in most cost effective manner. Various institutes, viz., KVK at Naini, Sultanpur, Rae Bareli, Fatehpur, Azamgarh are employed for providing training to the local participants. The detailed list of training institutes has been provided in Annexure 2.1.

4. By converging trained MKs/MMKs/MTs/ progressive farmers/women into FFS/ Clusters and linking them with local extension institutions like KVK/KGK/ RIRD/ Agriculture Universities/ Development Departments, local knowledge resource has been successfully created.

- 11313 members of SHG and 1675 micro enterprises are trained by the UPBSN. These beneficiaries of SHG and ME are provided training for IGA in different centres, viz., KVK, District Training Institutes, Horticulture Department, Institute of Entrepreneur Development, Lucknow, Regional Food Analysis centre, Lucknow, Agriculture University, Nehru Yuva Kendra, Ministry of Food. Moreover, trainings are provided for entrepreneurial development for selected FFS, clusters in PCDF, SIMA, Rahman Khera and IED.
- Health camps have been organised by District Health Department for developing awareness in issues of health, eye tests, distribution of free medicines.
- By March 2007, UPBSN has established 238 FFS linking 2558 villages and 144 clusters linking 556 SHGs.
- UPBSN has established 15 sodic e-chopal at the FFS by March 2007.
- UP Electronic Corporation Limited Lucknow has trained 27 members of FFS by 5 days computer awareness training program.
- In addition UPBSN resource person also trained 468 members of FFS in computer literacy where sodic e- chopal was established.
- UPBSN has taken the initiatives of conducting the convergence workshops at the state and district level. The workshops at the state level were already conducted at UPBSN; headquarter with DOA, Horticulture Dept., Animal Husbandry, UPRSA, ID, PRD, and PWD. The similar workshops at the district level are being conducted under the chairmanship of district magistrate in all the project districts.
- The convergence workshop were organised at all project villages by March 2007. Under this convergence training, 238 FFS are linked with 2742 villages of 152 blocks and minimum 10-12 master trainers were developed in each FFS. Moreover, 2429 members of FFS are trained as master trainer in agriculture and allied areas.
- Nearly 1342 libraries are established at gram panchayat level.

In the totality, the effectiveness of capacity building strategy of the UPSLRP-II is quite satisfactory. It has helped in successfully providing training to large and diversifies stakeholders, using the local as well as other training institutes in a cost effective manner. It has utilized local knowledge by establishing various institutes, linking various training institutes to the local/village level institutes/farmers for sustainability of knowledge creation and its application, need based training and knowledge transfer.



## CHAPTER 3

### EFFECTIVENESS AND IMPACT OF TRAINING ON BENEFICIARIES AT VILLAGE LEVEL

#### 3.1 INTRODUCTION

Human Resource Development (HRD) through providing training on various aspects has been an important component of the project. The objective of HRD has been skill development and attitudinal reorientation of all stakeholders for effective project implementation. UPBSN has faced multiple challenges in designing an appropriate approach to HRD. Given the scale of the project, providing knowledge on the various process of reclamation, knowledge on technology adopted in the reclamation and finally knowledge on various institutions involved during reclamation and subsequent activity of production are some of the uphill task of the project. Therefore, the important strategy through series of training interventions are purposely structured by managerial and training staff to enable stakeholders to acquire competencies required for achieving aims and objectives of project. Based on the proximity of the stakeholders and training institutions, training interventions for different stakeholders are undertaken directly by UPBSN and these have been categorized into four levels, i.e. (i) Headquarter Level, (ii) District Level, (iii) Village Level and (iv) Exposure Visits.

Based on the structure of the training interventions undertaken by the UPBSN, we have bifurcated the stakeholders of training at the village level into mainly two categories. First category deals with the farmers directly involved and benefited in the process of reclamation and individuals/institutions involved in various stages of reclamation and subsequent activities in the village. This category represents the member of Water User Group including the group leaders, core team, MK and MMK, and Animators. While the second category represent, the institutions developed at the village level for sustaining the level of income and disseminating the knowledge of farm activity, such as the member of Cluster, SHG (both Male and Female), Micro Enterprises and finally the FFS including the Master Trainers. The benefits through training interventions derived to the first category are under the discussion in this chapter, while benefits percolated through the development of various institutions are under discussion in the next chapter. However, the major types of training at the village level are undertaken as Core Team, MK/MMK training, SIC Training on various aspects. The members of Core Team, MK/MMK gets training at district level institute or above of it, where as other members of WUGs normally gets information on farm development and other aspects in the SIC meeting.

### 3.2 MEMBERS OF WATER USER GROUP

Here, an attempt has been taken to assess the extent of knowledge provided by various training interventions through different means and subsequent impact on productivity and raising the level of income. However, the knowledge provided by various types of training interventions for sodic reclamation and subsequently maintaining the level of productivity and raising the level of income of the members of WUGs and members of Core Team are divided mainly on knowledge on participatory processes, reclamation technology adoption (including knowledge on crop production and horticulture) and village level institutions involved. Some of the important indicators have been considered to assess the level of knowledge on the above mentioned three aspects of the training at the village level. However, eight important indicators, viz., the knowledge on the formation of WUG, selection of leader of the WUG, selection of boring site, input distribution, attendance in SIC<sup>1</sup>, attendance of the female in SIC, finalization of alignment of link drain and maintenance of link drain have been considered to assess on the knowledge on participatory processes. Similarly, eight important indicators, viz., knowledge on number of days water standing in farm after mixing the gypsum with soil (leaching process), irrigation by boring, duration of paddy nursery, disease management, development of types of horticulture, benefits of green manuring and its application, patch treatment or sustainability of reclamation are taken into consideration to assess the knowledge on sodic reclamation.<sup>2</sup> The third important aspect of training is the knowledge on institution/individuals involved in the village level. There are six important indicators, viz., selection and function of Mitra Kishan, selection and function of Mahila Mitra Kishan, benefits of FFS, benefits of Animators (four types of animators, such as boring mechanic, pump set mechanic, animal husbandry, and health), are included to capture the knowledge on institutions involved at the village level.<sup>3</sup>

#### 3.2.1 KNOWLEDGE ON PARTICIPATORY PROCESS

The main stakeholders of UPSLRP-II are the beneficiary farmers and their families. Moreover, most of the farmers belong to small and marginal land holding category. Hence, providing knowledge on participatory process, technology and various institutions involved for sustainable production and income has been one of the challenging tasks before UPBSN. Therefore, UPBSN has provided various types of training, viz., technical training, participatory training, refresher training and training on

<sup>1</sup> The attendance in the SIC meeting has been tested by providing options of satisfactory, less and very less members. However, we have taken satisfactory as the answer in our analysis, which would show the result of other two variables automatically.

<sup>2</sup> The existence of sodic patches at present has been tested by providing answers of three kinds, such as no patches since reclamation, patches has been reclaimed during cultivation and still patches exist. However, we have considered the last answer in our analysis, which would show the result of first two variables automatically. The knowledge on sustainability of reclamation or prevention of sodic patches has been drawn by receiving various important answers, such as continuation of cultivation, use of ground water, use of organic and green manure, decline of chemical fertilizer etc.

attitudinal behavior for leadership development to its various stakeholders. The impact evaluation of knowledge on participatory process, technology and institutions by the beneficiary farmers including group leaders can provide some idea about intensity and efficient involvement of the beneficiaries in the reclamation process as a whole.

The test of knowledge on the above mentioned three aspects has been done by collecting information from 290 beneficiaries (respective district aggregate sample size has been provided in the first chapter) in the selected nine districts. However, the response on participatory processes portrays that 221 respondents (nearly 76 percent of the total sample size) have the sound knowledge on participatory process (Table 3.1). The awareness on various stages of participatory process in the districts of Fatehpur is highest (88 percentage are aware) followed by Allahabad, Aligarh, Etawah, Hardoi. On the other hand, the response on the participatory process of reclamation is lowest in Azamgarh district, i.e., 57 percent of the respondent are aware of this aspect (Table 3.1).

So far the knowledge on the selection of WUG, selection of group leader, selection of boring site, finalization of alignment of link drain, it is observed that more than 76 percent of the respondents have positive opinion at the aggregate level (Table 3.1). On the other hand, so far as attendance at the SIC, female attendance at the SIC, maintenance of the link drain are concerned, it is observed that less than 76 percent of the respondents have the awareness. It is revealed that 90 percent of the respondents have the awareness on selection of WUG at the aggregate level, posing 100 percent in Aligarh, Etah, Etawah followed by Allahabad, Fatehpur, Hardoi with Azamgarh at the lowest. Similarly, 89 percent of the respondents are aware about the selection of group leader at the aggregate level, where 100 percent awareness in Aligarh, Allahabad, Etawah, Fatehpur, where Azamgarh has the lowest level of awareness. In case of selection of boring sites, 82 percent of the total respondents have the awareness at the aggregate level with 100 percent awareness in Aligarh and Etawah followed by Hardoi, Etah, Sultanpur and Fatehpur with lowest level of awareness in Azamgarh. Similarly, 93 percent of the respondents have the knowledge on alignment of link drain at the aggregate level with 100 percent in Aligarh, Etawah and Fatehpur.

On the other hand, the positive response of the knowledge on distribution of inputs is 75 percent at the aggregate level posing highest at Etawah followed by Hardoi, Aligarh, Fatehpur and Allahabad (Table 3.1). The response on a satisfactory presence at the SIC meeting at the village level has been opined by 71 percent; where as for the same response on female has been opined by only 37 percent. This may be revealed hear that the women participation in the meeting of the SIC of this project is in the higher side compared to the general observation of women participation in Panchayat meeting at the aggregate level. However, it is assessed that the women participation in the meetings of panchayat is varies 3 to 4 percent at the aggregate level (Mehta, 2002). Similarly, nearly 72 percent of the total sample size expressed their view that the maintenance of the link drains are properly taken

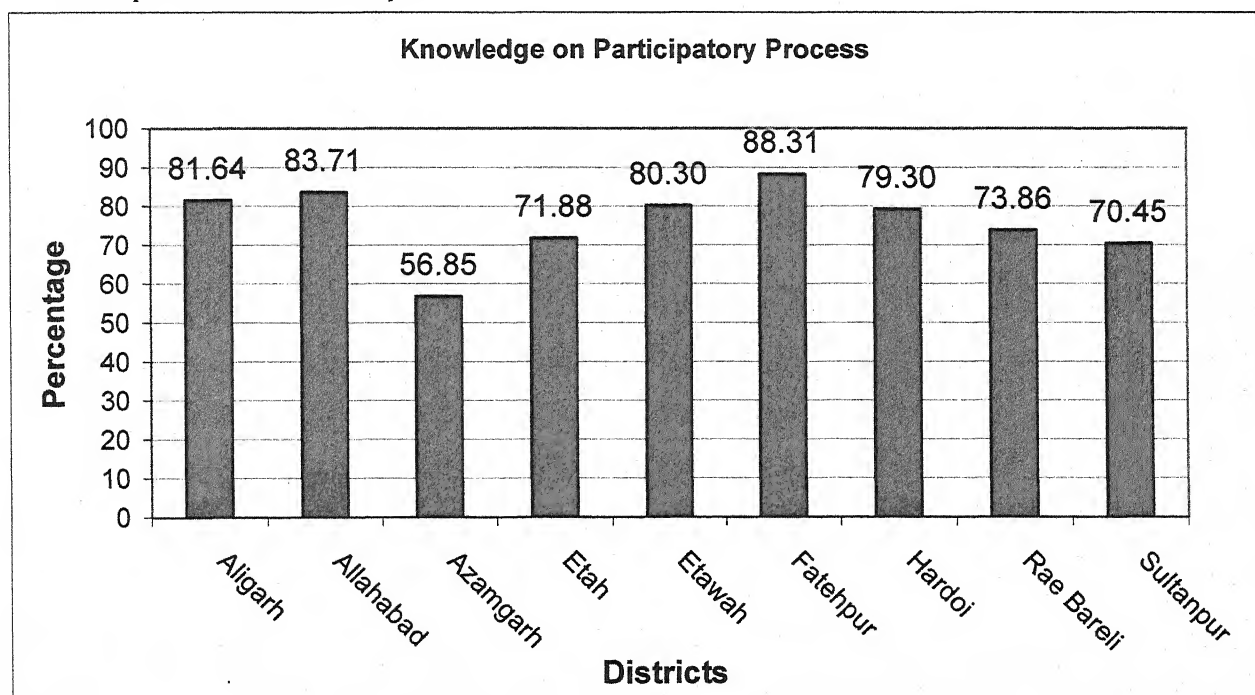
care of, where as other 28 percent has opined that the link drains are either destroyed or not at all set up.

**Table 3.1 Knowledge on the Participatory Process of Sodic Reclamation**

Name of Districts	Selection of WUG	Selection of Group Leader	Selection of Boring site	Input Distribution	Attendance in SIC	Attendance of Female in SIC	Finalization of alignment of link drain	Maintenance of Link Drain	Average
Aligarh	32 (100.00)	32 (100.00)	32 (100.00)	28 (87.50)	24 (75.00)	9 (28.13)	32 (100.00)	20 (62.50)	26 (81.64)
Allahabad	32 (96.97)	33 (100.00)	23 (69.70)	25 (75.76)	31 (93.94)	19 (57.58)	32 (96.97)	26 (78.79)	28 (83.71)
Azamgarh	16 (51.61)	17 (54.84)	15 (48.39)	23 (74.19)	20 (64.52)	10 (32.26)	23 (74.19)	17 (54.84)	18 (56.85)
Etah	32 (100.00)	28 (87.50)	28 (87.50)	16 (50.00)	15 (46.88)	10 (31.25)	31 (96.88)	24 (75.00)	23 (71.88)
Etawah	33 (100.00)	33 (100.00)	33 (100.00)	30 (90.91)	21 (63.64)	10 (30.30)	33 (100.00)	19 (57.58)	27 (80.30)
Fatehpur	30 (96.77)	31 (100.00)	25 (80.65)	26 (83.87)	27 (87.10)	22 (70.97)	31 (100.00)	27 (87.10)	27 (88.31)
Hardoi	31 (96.88)	31 (96.88)	30 (93.75)	28 (87.50)	22 (68.75)	4 (12.50)	31 (96.88)	26 (81.25)	25 (79.30)
Rae Bareli	28 (84.85)	27 (81.82)	25 (75.76)	24 (72.73)	24 (72.73)	13 (39.39)	30 (90.91)	24 (72.73)	24 (73.86)
Sultanpur	28 (84.85)	27 (81.82)	28 (84.85)	18 (54.55)	22 (66.67)	11 (33.33)	27 (81.82)	25 (75.76)	23 (70.45)
Average	262 (90.34)	259 (89.31)	239 (82.41)	218 (75.17)	206 (71.03)	108 (37.24)	270 (93.10)	208 (71.72)	221 (76.29)

Source: Surveyed Data from Selected Villages

Note: Values in the parenthesis show the percentage of the respective total sample. However, respective total sample size is provided in the first chapter.



**Figure 3.1: Knowledge on the Participatory Process of Sodic Reclamation**

### 3.2.2 KNOWLEDGE ON TECHNOLOGY OF RECLAMATION

The knowledge on application of technology during the reclamation and post-reclamation period constitute an important aspect of the project. However, training has been provided on technology, OFD, crop production, horticulture, drainage network to Core team, MK/MMK. Subsequently, further dissemination has been done by these people to other beneficiaries for effective and efficient reclamation and sustainable farm production. In addition, village level training at SIC and various extension interventions such as cultural parties, field days, Bhumitra magazine etc. are also used. In this regard, selected eight indicators have been used to test the knowledge on technology. The response on technology portrays that 253 respondents (nearly 87 percent of the total sample size) are aware about input application (Table 3.2). The awareness on application of various technologies during reclamation and post-reclamation period is highest in the district of Aligarh (94 percent), where as it is lowest in Azamgarh district, i.e., 75 percent. Similarly, the response on the application of technology is higher than the averages in Fatehpur, Allahabad, Sandila, Etawah, whereas it is lower than that of the average in Etah, Sultanpur and Raebareli (Table 3.2).

So far as the knowledge on leaching, irrigation by boring, disease management, benefits of organic manure, sustainability of reclamation or patch treatment are concerned, the response is more than average in all the selected districts. On the other hand, so far as knowledge on duration of paddy nursery, developing the types of horticulture, application of organic manure are concerned, the response is lower than the average in the selected districts. So far as the knowledge on leaching is concerned, it is observed that 92 percent of the respondents have the knowledge on it with 100 percent in Hardoi, Fatehpur, Allahabad and Aligarh. Similarly, so far as the knowledge on irrigation through boring points is concerned; it is found that 93 percent of total respondents have the knowledge on it with 100 percent in the districts of Fatehpur, Hardoi, Allahabad, and Aligarh. It is observe that 96 percent of the respondents in all the districts are aware about disease management for protection of plants with 100 percent awareness in Etah, Etawah and Sultanpur. Moreover, the knowledge on sustainability of reclamation or patch treatment is an important aspect under technology. It is observed that 87 of all the respondents have the knowledge on prevention of sodic patches or sustainability of reclamation by applying various measures (Table 3.2).<sup>4</sup> Similarly, nearly 93 percent of the respondents have the awareness on the benefits of the organic manure, where as nearly 76 percent of the respondents have positive opinion on the application of organic manure without mentioning the intensity in all the selected districts.

<sup>4</sup> Various answers on sustainability of reclamations are application of organic manure, continuity of cultivation, diversification, decline of chemical fertiliser, and irrigation through boring.



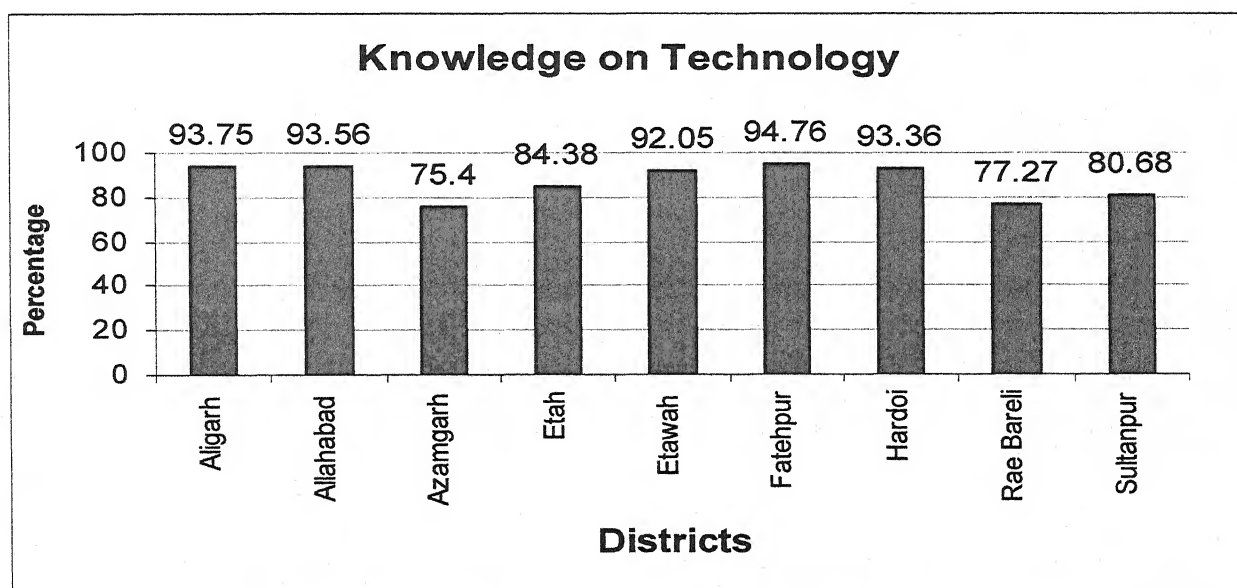
**Table 3.2 Knowledge on Application of Technology**

Name of Districts	Leaching	Irrigation by Boring	Duration of paddy Nursery	Disease Management	Development of types of Horticulture	Benefits of Organic Manure	Application of Organic Manure	Sustainability of reclamation	Average
Aligarh	32 (100.00)	32 (100.00)	27 (84.38)	31 (96.88)	28 (87.50)	32 (100.00)	30 (93.75)	28 (87.50)	30 (93.75)
Allahabad	33 (100.00)	33 (100.00)	27 (81.82)	32 (96.97)	33 (100.00)	31 (93.94)	29 (87.88)	29 (87.88)	31 (93.56)
Azamgarh	24 (77.42)	23 (74.19)	20 (64.52)	28 (90.32)	23 (74.19)	19 (61.29)	20 (64.52)	30 (96.77)	23 (75.40)
Etah	32 (100.00)	31 (96.88)	28 (87.50)	32 (100.00)	23 (71.88)	27 (84.38)	17 (53.13)	26 (81.25)	27 (84.38)
Etawah	32 (96.97)	32 (96.97)	30 (90.91)	33 (100.00)	26 (78.79)	33 (100.00)	28 (84.85)	29 (87.88)	30 (92.05)
Fatehpur	31 (100.00)	31 (100.00)	28 (90.32)	26 (83.87)	27 (87.10)	31 (100.00)	31 (100.00)	30 (96.77)	29 (94.76)
Hardoi	32 (100.00)	32 (100.00)	32 (100.00)	31 (96.88)	32 (100.00)	32 (100.00)	20 (62.50)	28 (87.50)	30 (93.36)
Rae Bareli	25 (75.76)	27 (81.82)	26 (78.79)	32 (96.97)	20 (60.61)	31 (93.94)	16 (48.48)	27 (81.82)	26 (77.27)
Sultanpur	27 (81.82)	28 (84.85)	20 (60.61)	33 (100.00)	18 (54.55)	33 (100.00)	28 (84.85)	26 (78.79)	27 (80.68)
Average	268 (92.41)	269 (92.76)	238 (82.07)	278 (95.86)	230 (79.31)	269 (92.76)	219 (75.52)	253 (87.24)	253 (87.24)

Source: Surveyed Data from selected Villages.

Note: Values in the parenthesis show the percentage of the respective total sample.

However, respective total sample size is provided in the first chapter.

**Fig. 3.2 Knowledge on Application of Technology**

It is observed that a significant proportion of respondents had expressed the view of existence of sodic patches in their respective land at present. At the same time, it revealed that 30 percent of the respondents have either reclaimed the sodic patches during cultivation or sodicity



never has come back during this period. However, the physical measurement or the extent of sodic patches is beyond the scope of the study. Moreover, as it is observed that nearly 87 percent of the total respondents have the knowledge on sustainability of reclamation or patch treatment. Hence, the existences of sodic patches are in the process of reclamation. It may be attributed here that the existence of sodic patches or re-sodicity takes place due to various reasons. Firstly, the emergence or existence of sodic patches is mainly due to discontinuity of cultivation as mentioned by most of the farmers. However, discontinuity takes place due to decline of groundwater table as a result of unfavorable rainfall or scarcity of water during last few years. The cost of cultivation has increased due to groundwater extraction becomes costly, which imposes certain category of farmers not to cultivate during the rabi season. Secondly, improper leveling becomes another major reason for emergence or existence of sodic patches. In many cases improper leveling took place due to scanty rainfall during reclamation period as well as costliness of the groundwater irrigation. It is also observed that in many 6<sup>th</sup> and 7<sup>th</sup> year villages, leveling has not been come up to the proper shape as cultivation period is smaller. Thirdly, Gypsum has not been provided for patch treatment, as many of the farmers claimed. Moreover, the availability of gypsum in the open market is scanty and costly, which is not affordable by most of the farmers.

### 3.2.3 KNOWLEDGE ON INSTITUTIONS DEVELOPED IN THE VILLAGE LEVEL

Capacity building and skill development for the individuals (such as WUG, SIC and Core team etc.) and development of institutions (FFS, SHGs, Cluster) involved in the process of the sodic reclamation and IGA activity is the prime concern of the project. Various individuals, such as MK/MMK, Animators, Micro Enterprisers were developed by providing various training for updating the knowledge on farm production and income generating activities under the project. MK/MMK use to act as channel between government officers and village level beneficiary for disseminating and updating the information related to the farm protection and production. Moreover, different types of animators have been developed by providing various trainings with the background of their respective interest and involvement for additional income and better life as well as disseminating the technique on agriculture. The major challenge is the development of FFS, which is an innovation to address the key issues affecting the project sustainability, like timely availability of agricultural inputs, credit, technical know-how, drainage maintenance. Similarly, the development of SHGs/Cluster at the village level for generation of income is one of the important aspects for sustainability of the project. Keeping in mind the important role of the above mentioned individual/institutions for the over all development of the villagers, we have

identified six important indicators to assess the knowledge and involvement of the beneficiaries with above mentioned individuals/institutions.

The response on institutions portrays that 193 respondents (73 percent of the total sample size) are aware about the selection and function of the key individual/institutions in the reclamation process at the aggregate level (Table 3.3). The awareness on selection and function of various individuals and institutions during reclamation and post-reclamation period is highest in the unit of Etawah (86 percentage of the total sample size), where as it is lowest in Azamgarh, i.e., 55 percent. Moreover, the awareness on various institutions is more than the average value in the districts of Aligarh, Allahabad, Etawah, Fatehpur and Hardoi, where as it is below average in Azamgarh, Etah, Rae Bareli and Sultanpur (Table 3.3).

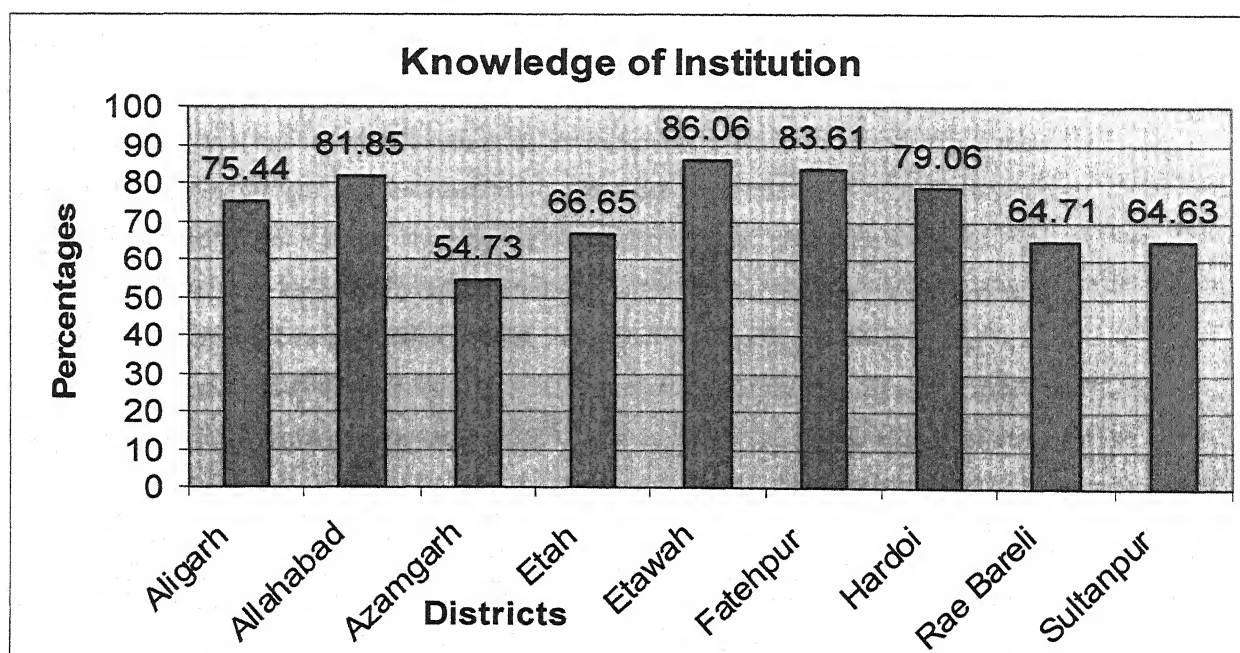
It is observed that more than average respondents have knowledge on selection of MK/MMK, function of MK, usefulness of FFS, benefits from pump set mechanic, where as it is lower than average on function of MMK, benefits from boring, animal husbandry and health animators. So far as the knowledge on selection of MK and MMK is concerned, the response is 86 percent and 76 percent respectively in all the selected districts with 100 percent in Etawah followed by Allahabad, Fatehpur, Aligarh and Hardoi. So far as the function of MK is concerned, nearly 85 percent of the respondents have the knowledge on it with 100 percent in Etawah followed by Hardoi, Aligarh, Allahabad and Fatehpur and lowest in Azamgarh district. Moreover, it is found that nearly 99 percent of the respondents have the awareness on the benefits from FFS with 100 percent in six districts. Moreover, 31 percent of the total respondents have been trained by the FFS and rest 69 percent of the total beneficiaries have received benefits in terms of knowledge on agricultural inputs, exhibition in the FFS and other services (Table 3.3). Moreover, it is revealed that only 19 percent of the respondents have the knowledge on the functions of MMK with highest in Allahabad at 27 percent. This may be attributed here that the involvement of MMK is much lower compared to that of MK in all the selected districts. Though the involvement of MK is lower than that of MMK, yet the active participation of women in different activities of development programme at the village level is much higher than of the general trend at the state level. However, it is assessed that the women involvement in different activities of development programmes at the village level varies 9 to 10 percent at the aggregate level (Mehta, 2002). Similarly, most of the beneficiaries have expressed the view that there are animators, viz., boring mechanic, pump set mechanic, animal husbandry and health. However, more than 60 percent of the respondents have expressed the view that they have been benefitted by the boring, pump set, and health animator, where as nearly 53 percent have positive opinion on animal husbandry animators.

**Table 3.3 Knowledge on Development of Institutions**

Name of Districts	Selection of MK	Selection of MMK	Function of MK	Function of MMK	Usefulness of FFS	Benefits from Animators				Average
						Boring	Animal Husbandry	Pump set	Health	
Aligarh	30 (93.75)	28 (87.50)	29 (90.63)	8 (25.00)	32 (100.00)	13 (41.94)	32 (100.00)	22 (68.75)	25 (78.13)	24 (75.44)
Allahabad	32 (96.97)	32 (96.97)	29 (87.88)	9 (27.27)	32 (96.97)	22 (91.67)	17 (100.00)	30 (93.75)	29 (90.63)	24 (81.85)
Azamgarh	14 (45.16)	13 (41.94)	19 (61.29)	N.A.	29 (93.55)	10 (62.50)	14 (60.87)	11 (73.33)	9 (40.91)	14 (54.73)
Etah	28 (87.50)	22 (68.75)	29 (90.63)	8 (25.00)	32 (100.00)	22 (100.00)	2 (15.38)	19 (86.36)	9 (42.86)	19 (66.65)
Etawah	33 (100.00)	29 (87.88)	33 (100.00)	10 (30.30)	33 (100.00)	22 (100.00)	13 (100.00)	12 (100.00)	27 (100.00)	23 (86.06)
Fatehpur	29 (93.55)	27 (87.10)	27 (87.10)	7 (22.58)	31 (100.00)	20 (90.91)	22 (73.33)	29 (93.55)	22 (88.00)	25 (83.61)
Hardoi	31 (96.88)	26 (81.25)	31 (96.88)	4 (12.50)	32 (100.00)	31 (96.88)	31 (96.88)	31 (96.88)	32 (100.00)	25 (79.06)
Rae Bareli	29 (87.88)	22 (66.67)	23 (69.70)	6 (18.18)	33 (100.00)	16 (64.00)	13 (50.00)	17 (68.00)	14 (56.00)	20 (64.71)
Sultanpur	25 (75.76)	22 (66.67)	27 (81.82)	3 (9.09)	32 (96.97)	27 (87.10)	11 (52.38)	23 (79.31)	14 (60.87)	20 (64.63)
Average	251 (86.55)	221 (76.21)	247 (85.17)	55 (18.97)	286 (98.62)	183 (81.33)	155 (74.88)	194 (84.35)	181 (75.73)	193 (73.49)

Source: Surveyed Data from Selected Villages.

Note: Values in the parenthesis show the percentage of the respective Total Sample. However, respective total sample size is provided in the first chapter.

**Fig. 3.3 Knowledge on Development of Institutions**

### 3. 2.4 IMPACT OF TRAINING ON PRODUCTIVITY

The measurement of impact of sodic reclamation through development of human resources by providing various training is one of the critical areas under the project. Though, the impact of training on productivity can not be measured directly, yet it has some degree of definite direct and indirect impact. However, we have measured the productivity of two important crops, viz., paddy and wheat in both pre and post reclamation situation in the selected villages. The problem of loss of memory in the pre-reclamation situation has been well taken care of, where as the production of both paddy and wheat has been considered under the crop year of 2006 for the post reclamation period. Total value has been estimated by taking the current year price multiplied with the total production.

It is observed that the productivity of paddy is 31 quintal per hectare in the post reclamation situation, which is 160 percent higher than that of pre-reclamation period in all the selected nine districts (Table 3.4). The productivity of paddy for the crop year 2006 under the post reclamation situation is highest in district of Allahabad followed by Aligarh, Etah, Etawah and Fatehpur. On the other hand, the productivity of paddy is lowest in the post reclamation situation in the district of Azamgarh (Table 3.4).<sup>5</sup> The productivity of paddy in the district of Hardoi (Sandila unit), Rae Bareli and Sultanpur under post reclamation condition is lower than those of average of all the districts. The lower productivity in Azamgarh, Rae Bareli and Sultanpur is mainly due to scanty rainfall in the crop year of 2006. The per hectare value addition due to the reclamation has been Rs. 10872 in all the selected districts, where as it is highest in Aligarh district (Table 3.4).<sup>6</sup>

**Table 3.4 District-wise Comparison of Productivity of Paddy before and after Reclamation (Quintal/Hect.)**

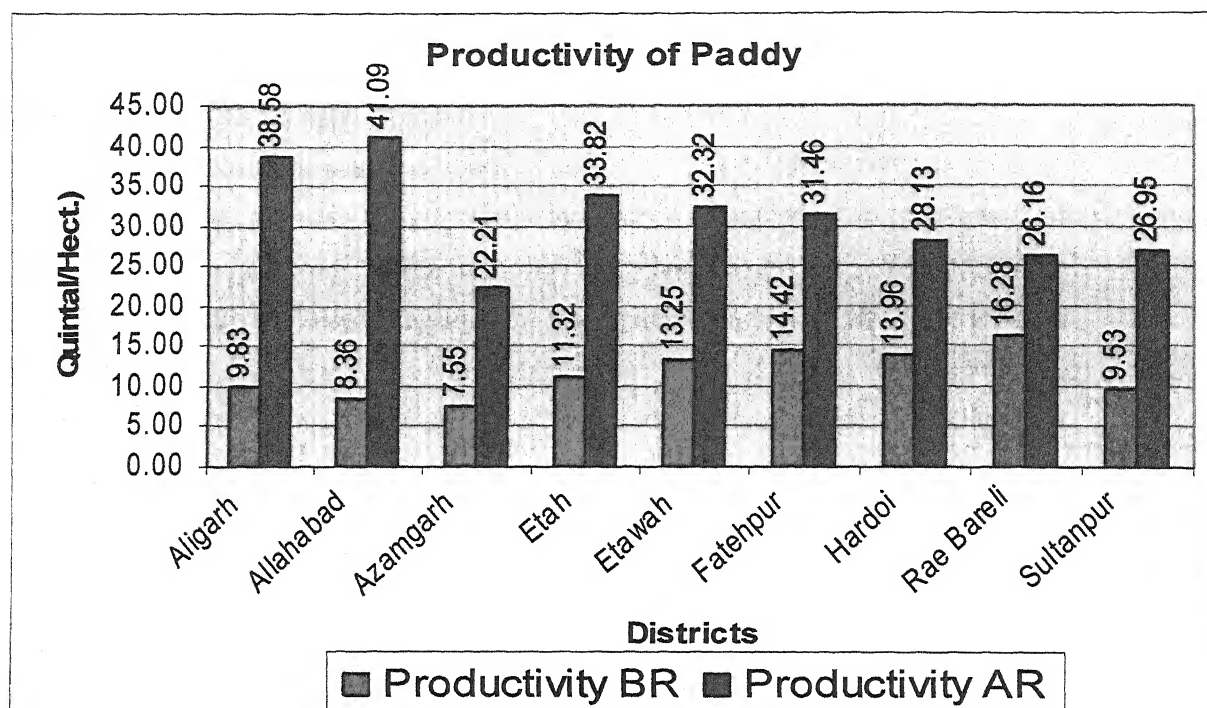
Districts	Productivity (Before Reclamation)	Productivity (After Reclamation)	Increase (in Percentage)	Increase in Value (in Rs./Hect.)
Aligarh	9.83	38.58	292.46	20440.02
Allahabad	8.36	41.09	391.24	19286.68
Azamgarh	7.55	22.21	194.16	6275.45
Etah	11.32	33.82	198.85	12590.44
Etawah	13.25	32.32	143.93	11065.41
Fatehpur	14.42	31.46	118.18	9273.09
Hardoi	13.96	28.13	101.46	8171.01
Rae Bareli	16.28	26.16	60.75	5686.71
Sultanpur	9.53	26.95	182.65	7673.18
Average	11.85	30.73	159.42	10872.11

Source: Surveyed Data from Selected Villages.

<sup>5</sup> The productivity of paddy in Azamgarh is quite lower compared to the average figure because of scanty rainfall in one of the village during the reclamation period. As groundwater irrigation very much costly, hence leveling was not done properly, which was mentioned by most of the villagers. As a result, productivity is lower in that village, which affected the aggregate figure.

<sup>6</sup> The increase of per hectare value has been estimated by taking the average current year price of all respondents with the difference in productivity of pre and post reclamation situation.





**Fig. 3.4 Productivity of Paddy**

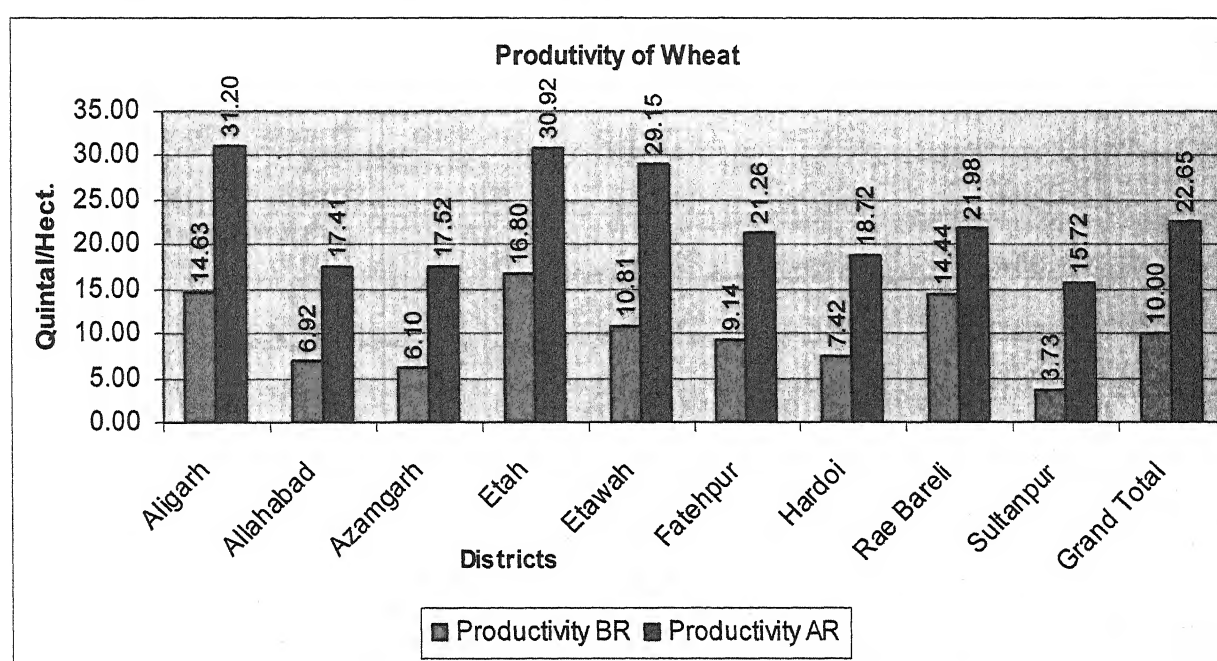
Similar exercise has been done for wheat to estimate the productivity and value addition in the Rabi season of 2006. It is observed that the productivity of wheat is 22.35 quintal per hectare in the post reclamation situation, which is 114 percent higher than that of pre-reclamation period in all the selected nine districts (Table 3.5). The productivity of wheat for the crop year 2006 under the post reclamation situation is highest in district of Aligarh followed by Etah, Etawah. On the other hand, the productivity of wheat is lowest under post reclamation situation in the district of Sultanpur (Table 3.5). The productivity of wheat in the district of Fatehpur, Rae Bareilly, Hardoi (Sandila unit), Azamgarh, and Allahabad under post reclamation condition are lower than the average of all the districts.<sup>7</sup> The low performance in Azamgarh, Allahabad, Hardoi and Sultanpur is due to scanty rainfall in rabi season vis-à-vis increasing nature of cost of groundwater extraction. As a result the productivity is badly affected in case of most of the farmers. The per hectare value addition due to the reclamation has been Rs. 10593 in all the selected districts, where as it is highest in Etawah district.

<sup>7</sup> The productivity of wheat during rabi season in these districts are mainly due to scarcity of water.

**Table 3.5 District wise Comparison of Productivity of Wheat before and after Reclamation (Quintal/Hect.)**

Districts	Productivity (Before Reclamation)	Productivity (After Reclamation)	Increase (in Percentage)	Difference in Value (in Rs./Hect.)
Aligarh	14.63	31.20	113.24	16415.73
Allahabad	6.92	17.41	151.52	8730.28
Azamgarh	6.10	17.52	187.37	8537.36
Etah	16.80	30.92	84.06	13801.98
Etawah	10.81	29.15	169.71	18394.52
Fatehpur	9.14	21.26	132.59	8827.65
Hardoi	7.42	18.72	152.30	10754.31
Rae Bareli	14.44	21.98	52.28	6425.60
Sultanpur	3.73	15.72	321.45	18882.00
Average	10.43	22.35	114.39	10593.72

Source: Surveyed Data from Selected Villages.



**Fig. 3.5 Productivity of Wheat**

### 3.3 MITRA KISHAN (MK), MAHILA MITRA KISHAN (MMK)

The purpose of developing MK/MMK by providing various training under this project is to develop such categories of beneficiaries, who can act as bridge between UPBSN and village level farmers for further dissemination of agricultural related information and income generating activity. Under this background, we have collected information relating to process of reclamation from 34 MK and 27 MMK in all the selected nine districts to assess the intensity of knowledge by both categories in different aspects of reclamation. One comparative picture has been drawn to assess the degree of knowledge on various aspects of reclamation (for which training was provided to them earlier) between MK and MMK in all the selected nine districts.



The level of knowledge on process, technology and institution by all the MK and MMK are definitely higher than those of ordinary members of WUG including group leaders in all the three aspects. However, there has been no significant difference between MK and MMK, so far as the percent of people have the knowledge on process, technology and institution in the reclamation process are concerned. In the MK category, 89 percent, 86 percent and 54 percent of the total MK are aware about process, technology and institutions respectively in all the selected villages of the project. Similarly, 85 percent, 86 percent and 67 percent of the total MMK are aware about process, technology and institutions respectively in all the selected villages of the project (Table 3.6). However, the knowledge on institutions under the both categories is lower compared to those of process and technology. The percent of MK and MMK have the knowledge on the three aspects is highest in Allahabad, followed by Aligarh, Fatehpur Etah and others, where as it is lowest in the district of Azamgarh (Table 3.6).

**Table 3.6 Comparative Picture of Intensity of Knowledge on Reclamation**

Districts	Mitra Kishan (MK)			Mahila Mitra Kishan (MMK)		
	Process	Technology	Institution	Process	Technology	Institution
Aligarh	3 (100.00)	2.43 (80.95)	1.67 (55.56)	3 (100.0)	2.71 (90.48)	1.71 (57.14)
Allahabad	3 (100.00)	2.86 (95.24)	1.83 (61.11)	3 (100.0)	2.86 (95.24)	2.00 (66.67)
Azamgarh	1.83 (61.11)	1.57 (52.38)	0.50 (16.67)	1.83 (91.67)	1.71 (85.71)	1.43 (71.43)
Etah	4.5 (90.0)	4.57 (91.43)	2.50 (50.0)	3.33 (83.33)	3.43 (85.71)	3.29 (82.14)
Etawah	3 (100.0)	2.43 (80.95)	1.17 (38.89)	2.67 (88.89)	2.14 (71.43)	1.29 (42.86)
Fatehpur	2.5 (83.33)	3.00 (100.00)	12.17 (72.22)	1.67 (83.33)	2.00 (100.00)	1.43 (71.43)
Hardoi	4.67 (93.33)	4.71 (94.29)	3.50 (70.00)	3.83 (95.83)	3.57 (89.29)	2.86 (71.43)
Rae Bareli	6.17 (88.33)	6.14 (87.76)	4.67 (66.67)	2.50 (83.33)	2.57 (85.71)	2.57 (85.71)
Sultanpur	1.67 (83.13)	1.57 (78.57)	0.50 (25.00)	1.17 (38.89)	2.29 (76.19)	1.71 (57.14)
Average	30.33 (89.22)	29.29 (86.13)	18.50 (54.41)	23.00 (85.19)	23.29 (86.24)	18.29 (67.72)

Source: Surveyed Data from Selected Villages.

Note: Values in the parenthesis show the percentage of the respective total sample. However, respective total sample size is provided in the first chapter.

## **EFFECTIVENESS OF EXPOSURE VISITS/ TRAINING OF THE CORE TEAM**

### **Exposure Visits**

Exposure visit constitute an important part of the training process. The members of core team such as group leader, MK, MMK and progressive farmers have visited various places such as Pragati Maidan, New Delhi, Laxman Mela, Lucknow, C.S.A.U.T., Sewa Santhan, Ahmedabad, IFFCO (Allahabad)

SUTRA(HP) , NDUAT, Faizabad. It is observed that nearly 74 percent and 60 percent of the total sample male and female respectively have undergone exposure visit. Importantly, nearly 96 percent of the total male is benefited at a satisfactory level, whereas 100 percent of the female are benefited (Table 3.7). It is observed that only 4 percent of the male is not at all benefited in the district of Sultanpur.

**Table 3.7 Effectiveness of Exposure Visits provided to Core Tem Members in the Selected Districts**

Districts	Male Beneficiary		Female Beneficiary	
	No. of Persons to Exposure Visits	Benefited	No. of Persons to Exposure Visits	Benefited
	1	2	3	4
Aligarh	2 (66.67)	2 (100.00)	0 (0.00)	0 (0.00)
Allahabad	2 (66.67)	2 (100.00)	2 (66.67)	2 (100.00)
Azamgarh	2 (66.67)	2 (100.00)	0 (0.00)	0 (0.00)
Etah	4 (80.00)	4 (100.00)	4 (100.00)	4 (100.00)
Etawah	3 (100.00)	3 (100.00)	3 (100.00)	3 (100.00)
Fatehpur	2 (66.67)	2 (100.00)	0 (0.00)	0 (0.00)
Hardoi	5 (100.00)	5 (100.00)	3 (75.00)	3 (100.00)
Rae Bareli	4 (57.14)	4 (100.00)	3 (100.00)	3 (100.00)
Sultanpur	1 (50.00)	0 (0.00)	1 (33.33)	1 (100.00)
Average	25 (73.53)	24 (96.00)	16 (59.26)	16 (100.00)

Source: Field Survey

Note: The values in the parenthesis of columns 1 & 3 are the percent of their respective totals, where as the values in the parenthesis of column 2 & 4 are the percent of columns 1 & 3 respectively.

### Trainings

The effectiveness of training undertaken by members of core team in different subjects has been measured by using the scoring technique.<sup>8</sup> However, the measurement of effectiveness at the aggregate level in each subject has been done by taking five indicators, viz., duration, methodology, quality of trainers, quality of literature and fooding and lodging. Moreover, we have taken six important types of training, viz., agriculture and animal husbandry, land reclamation, paddy, wheat, dhaincha and others provided to members of the core team.<sup>9</sup> It is observed that effectiveness of all types of training is satisfactory in all the selected nine districts based on the scoring provided by the members of the core team (Table 3.8). The effectiveness of training on wheat is highest followed by dhaincha, other category, paddy, land reclamation and agriculture. Moreover, it is found that the scoring on duration,

<sup>8</sup> The respondents are asked to score each indicator out of 10 for each training. However, the average scoring under each indicator has been estimated for each training component and subsequently the average of all the indicators in each training is estimated to assess the aggregate effectiveness.

<sup>9</sup> Other category comprise of training on medicinal plants, candle and agarbati, horticulture etc.

methodology, quality of trainers, literature is very much satisfactory, though there has been low scores given by member of core team for duration in case of some trainings. On the other hand, the scoring on fooding and lodging is moderate for all types of training.

**Table 3.8 Effectiveness of Training provided to Core Team Members in the selected districts**

Indicators/ Types of Training	Agriculture/ Animal Husbandry	Land Reclamation	Paddy	Wheat	Dhaincha	Others
Duration	7.02	7.18	7.87	8.04	7.74	7.21
Training Method	6.74	7.09	7.24	7.69	7.84	7.57
Quality of trainers	7.56	7.88	8	8.35	8.29	7.93
Training course	7.55	8.61	8.51	8.83	8.03	8.64
Fooding and Lodging	4.21	4.75	4.88	5.16	5.03	5.32
Average	6.62	7.10	7.30	7.61	7.39	7.33

Source: Surveyed Data from Selected Villages.

### IMPACT OF DIFFERENT MEANS FOR KNOWLEDGE DISSEMINATION

Various means are adopted for dissemination of knowledge at the village level for sodic reclamation and subsequent activity. However, we have identified eight important means, which are used for improvement of knowledge of the beneficiary. The effectiveness of different means is estimated by applying the scoring technique. The same methodology has been adopted here for measurement of scoring, as it has been measured for effectiveness of training earlier. It is observed that SIC is the most effective means for acquiring knowledge followed by cultural party, Bhumitra Patrika, flip chart, awareness campaign, field day and impact point (Table 3.9). Though the other category scored highest point, yet it is occasional in nature. The scoring of SIC is 7.13 (highest), whereas it is 6.37 for impact point (lowest).

**Table 3.9 Effectiveness of different Means for Knowledge Dissemination at the Village level**

District	SIC	Field Day	Bhumitra Patrika	Impact Point	Flip Chart	Cultural Party	Awareness Campaign	Others <sup>10</sup>
Aligarh	7.42	7.35	7.37	5.95	6.63	6.63	7.01	5.50
Allahabad	7.57	6.89	6.67	7.18	6.79	6.81	6.76	6.00
Azamgarh	7.30	6.57	7.18	6.91	7.52	6.94	6.08	8.00
Etah	7.13	6.74	6.70	6.29	6.51	6.35	6.95	NA
Etawah	6.95	5.34	6.20	6.73	6.77	6.60	6.41	NIL
Fatehpur	6.78	6.25	6.12	6.72	6.13	6.49	6.52	NIL
Hardoi	6.72	5.79	6.11	5.91	6.41	6.94	5.49	9.00
Rae Bareli	7.58	6.33	6.48	6.17	6.00	7.32	7.44	7.50
Sultanpur	6.77	6.65	6.50	5.44	6.03	6.36	5.96	7.33
Average	7.13	6.43	6.59	6.37	6.53	6.71	6.51	7.22

Source: Field Survey, NA means not available.

<sup>10</sup> Other sources are by means of radio, television and neighboring effects.

### 3.4 ANIMATOR

The process of the development of animators was basically started during the reclamation period of phase-I. There was need of many boring and pump set mechanics at the time of reclamation in each village. Hence, UPBSN has provided training to some of the interested farmers with the background of same work during reclamation period and subsequently they were enabled to earn for their livelihood. Later on, the development of other categories of animators was encouraged. However, we have collected information from 48 animators of major five categories, viz., boring mechanic, pump set mechanic, animal husbandry, health and marketing animator relating to the types of training received at various centres and level of satisfaction received at each centre (Table 3.10).

**Table 3.10 Details of Types and Training Centres of Selected Animators**

Types of Animator	Number	Training Centre
Boring Mechanic	8	KVK Dalmau, UPJVS Fatehpur, Economic Development WF Institute, Lucknow, AVJKS Pali Khuda,
Pump set Mechanic	15	RIRD Mainpuri, KVK Raibareli, KSS Raibareli, GVK Hardoi, KGK and IRDI Hardoi, FFS Narangpur, AIME Pratapgarh, FFS Mainpuri, KVK Sultanpur.
Animal Husbandry	10	BIFE Raibareli, AHD Khaira, KVK Etah, GTRI Kanpur, Agriculture Instrument Naini, KGK Hardoi, IRDI Hardoi, KVK Sultanpur, FFS Pratapgarh.
Health	14	AEMI Raibareli, Dist Hospital Aligarh, Health Center Etah, KNMP Allahabad, Vatsaly Fatehpur, AWARD Fatehpur, PHC Behandar/Sandeela, WATASALYA Lucknow, Vatsalya Institute, Fatehpur, BSN Azamgarh, AWARD Etawah,
Marketing	1	RIRD, Rae Bareli.
Total	48	

Source: Surveyed data from selected 27 villages.

The major purpose is to train some of the beneficiary to increase their level employment and income in addition to their primary activity and subsequently they would be able to help and disseminate the knowledge to other farmers at the village. Keeping this objective in mind, we have collected the income and employment data of some the selected 48 animators in both pre and post training situation. It is observed that nearly 67 percent of the total animator were unable to earn in their respective profession in the pre-training situation, where as this has declined to 19 percent in the post training situation. Moreover, the number of working days and level of income has increased in all the four categories of animators. However, the average level of income is highest in case of boring mechanic followed by animal husbandry, pump set mechanic and health animator (Table 3.11). The average annual income of boring mechanic is Rs. 27,044, where as it is Rs. 20,480 and Rs. 7,200 for animal husbandry and pump set mechanic respective. However, the average income of health animators is Rs. 5,821 per annum. Marketing animator could not able to earn in the post training scenario also as there is any significant development in the follow up mechanism. The annual income of pump set mechanic is not satisfactory compared to boring and animal husbandry because the opportunity to work has not been sufficient, as the project is going to end.

Table 3.11 Impact of training in terms of Income and Employment situation of selected Animators

Animator Category	Before Training			After Training		
	No. of Animator Having no Income	Average Income	Average no. of working Days	No. of Animator Having no Income	Average Income	Average no. of working days
Boring Mechanic	4 (50.00)	3900	37	1 (12.50)	27044	115
Pump set Mechanic	13 (86.67)	1120	4	3 (20.00)	7200	70
Animal Husbandry	8 (80.00)	2300	36	0 (0.00)	20480	178
Health	6 (42.86)	2336	26	4 (28.57)	5821	44
Marketing	1 (100.00)	0	0	1 (100.00)	0	0
Total	32 (66.67)	2160	22	9 (18.75)	12722	91

Source: Surveyed data from selected 27 villages

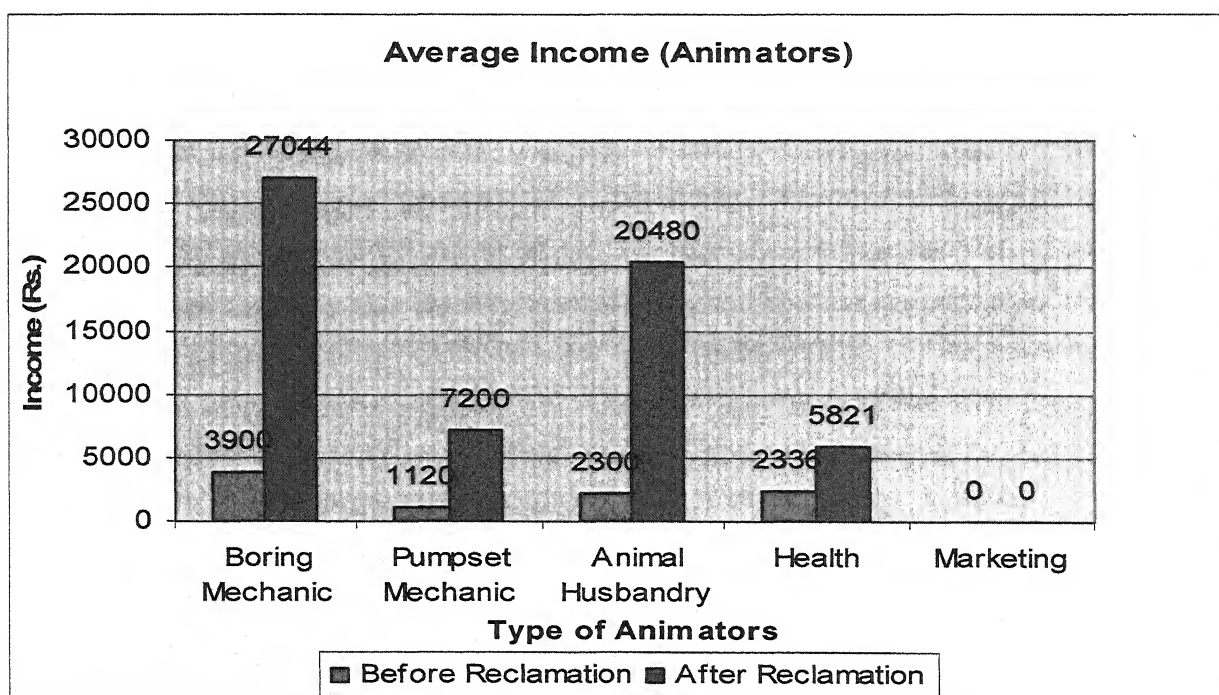


Fig. 3.11 Average Income of Animators

### A Success Story

Mr. Man Singh Yadav of village Raithawi in Hardoi district availed training as a boring mechanic from Arthik Vikas Avas Jankalyan Santhan, Lucknow for 10 days during 2001. Immediately after availing the training, he specialized as Master Trainer. Afterwards, AVVJS had appointed him as a trainer for providing training in other project districts as a boring mechanic. Initially, his annual income was Rs.24000 but presently he is able to earn Rs. 60 000 and works for 300 days for annum.



## SUMMARY

This chapter deals with the assessment of effectiveness and impact of training imparted at the village level beneficiaries such as members of WUG, leader of WUG, core team, MK/MMK and animators involved in the process of reclamation and subsequent farm activity. The effectiveness of training has been assessed by taking the stakeholders such as MK, MMK. Animators, group leaders undertaken different trainings, where as the impact of training has been measured by testing the knowledge on participatory process, technology and institutions of all the beneficiaries as well as productivity of two major crops, viz., paddy and wheat.

It is observed that the effectiveness of exposure visits imparted to both male and female beneficiaries are highly beneficial. Importantly, nearly 96 percent of the total male beneficiaries are benefited highly, whereas 100 percent of the female beneficiaries are also highly benefited. Similarly, the effectiveness of trainings provided on various subjects to the core team members observed highly satisfactory in all the selected nine districts. The effectiveness of training on wheat is highest followed by dhaincha, other category, paddy, land reclamation and agriculture. Moreover, various means/tools are used for the dissemination of knowledge at the village level for development of awareness and productivity. It is observed that SIC is the most effective means for acquiring knowledge followed by cultural party, bhumitra patrika, flip chart, awareness campaign, field day and impact point

The impact of training on participatory process, technology use and institutions are highly satisfactory in all districts except few cases. The response on participatory processes portrays that 221 respondents (nearly 76 percent of the total sample size) have the sound knowledge on this aspect. The awareness on various stages of participatory process in the districts of Fatehpur is highest (88 percentage are aware), where as it is lowest in Azamgarh district, i.e., 57 percent. Similarly, the response on technology portrays that 253 respondents (nearly 87 percent of the total sample size) are aware. The awareness on application of various technologies during reclamation and post-reclamation period of reclamation is highest in the district of Aligarh (94 percent), where as it is lowest in Azamgarh district, i.e., 75 percent. Moreover, the response on institutions portrays that 193 respondents (73 percent of the total sample size) are aware about the selection and function of the key individual/institutions. The awareness on selection and function of various individuals and institutions during reclamation and post-reclamation period is highest in the unit of Etawah (86 percentage of the total sample size), where as it is lowest in Azamgarh, i.e., 55 percent. Similarly, the knowledge of MK and MMK on the three aspects found to be satisfactory and equal. In toto, this part of the study shows satisfactory result in all the aspects except the involvement of women at SIC and functions of the MMK. Moreover, the involvement and



function of women at SIC and activity of the project is quite higher than that of the panchayat raj system as mentioned in other study.

The impact of training on production shows the productivity of paddy is 31 quintal per hectare in the post reclamation situation, which is 160 percent higher than that of pre-reclamation period in all the selected nine districts. The productivity of paddy in the post reclamation situation is highest in district in Allahabad, it is lowest in Azamgarh. The productivity of wheat is 22.35 quintal per hectare in the post reclamation situation, which is 114 percent higher than that of pre-reclamation period in all the selected nine districts. The productivity of wheat is highest in district of Aligarh, where as it is lowest in the district of Sultanpur. It is observed that the productivity in the reclaimed sodic land has been drastically increased above and over to that of pre reclamation situation. Moreover, the production has been very high in most of the places except few cases. This has been resulted due to existence of sodic patches in some cases, scanty rainfall, depletion of ground water table and costliness of ground water irrigation. Moreover, animators are one of the important categories of beneficiaries, who are highly benefited through the project. It is found that nearly, 80 percent of the trained animators are able to earn with an average annual income of Rs. 13, 000.

Most importantly, the level of awareness generated through various training interventions has direct relationship on productivity. In other words, higher the level of awareness has percolated higher the level of productivity and vice-versa. It is clearly observed that in some of the districts, viz., Aligarh, Fatehpur, Allahabad, Etawah, where both the level of awareness and productivity is higher. On the other hand, low level awareness also fetches low productivity, which is clearly reflected in Azamgarh district.

## Reference

Mehta, G.S. (2002), Participation of Women in the Panchayat Raj System, *Kaniskha Publisher*, New Delhi.



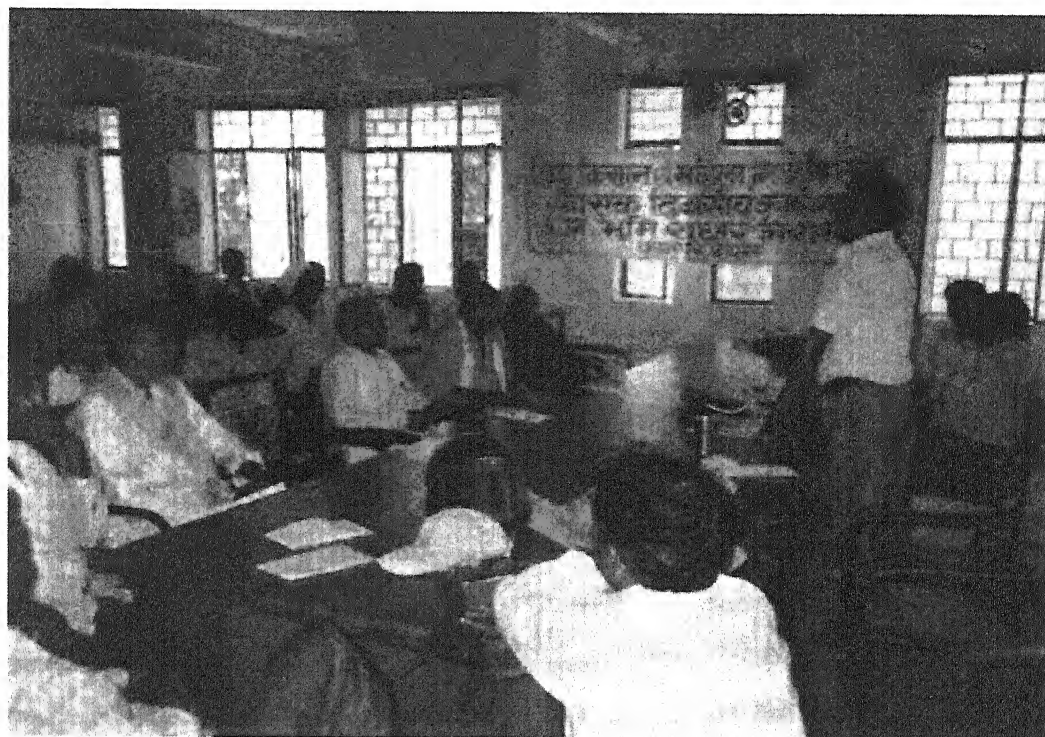
Providing Training on the Project Activities to Women beneficiaries at UPBSNL office in Aligarh

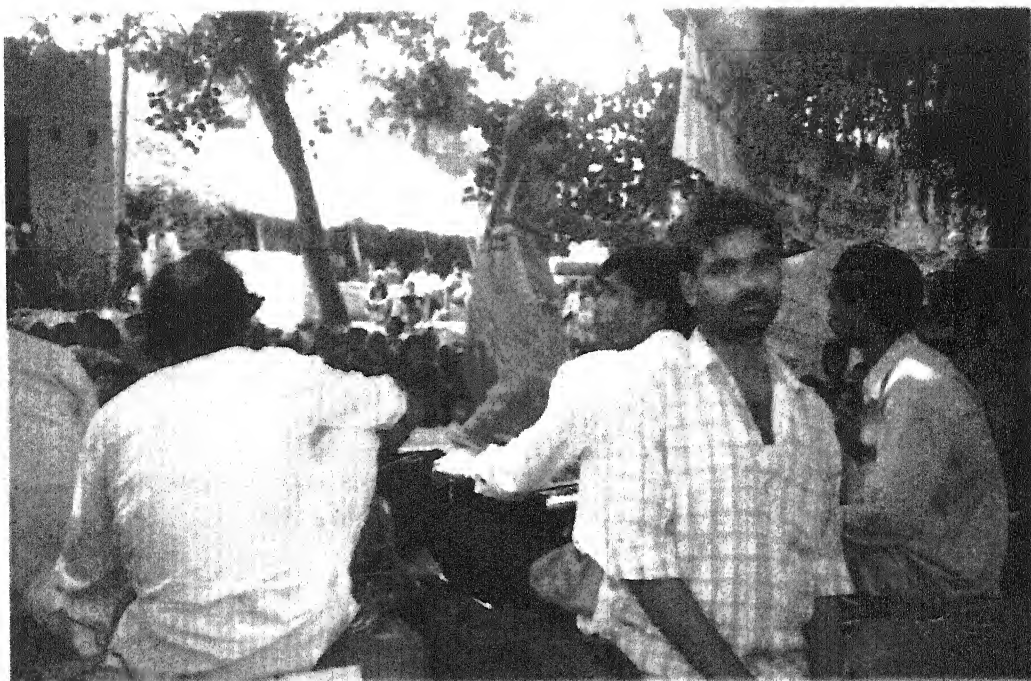


Dissemination of knowledge on Project activities to MMK and MK

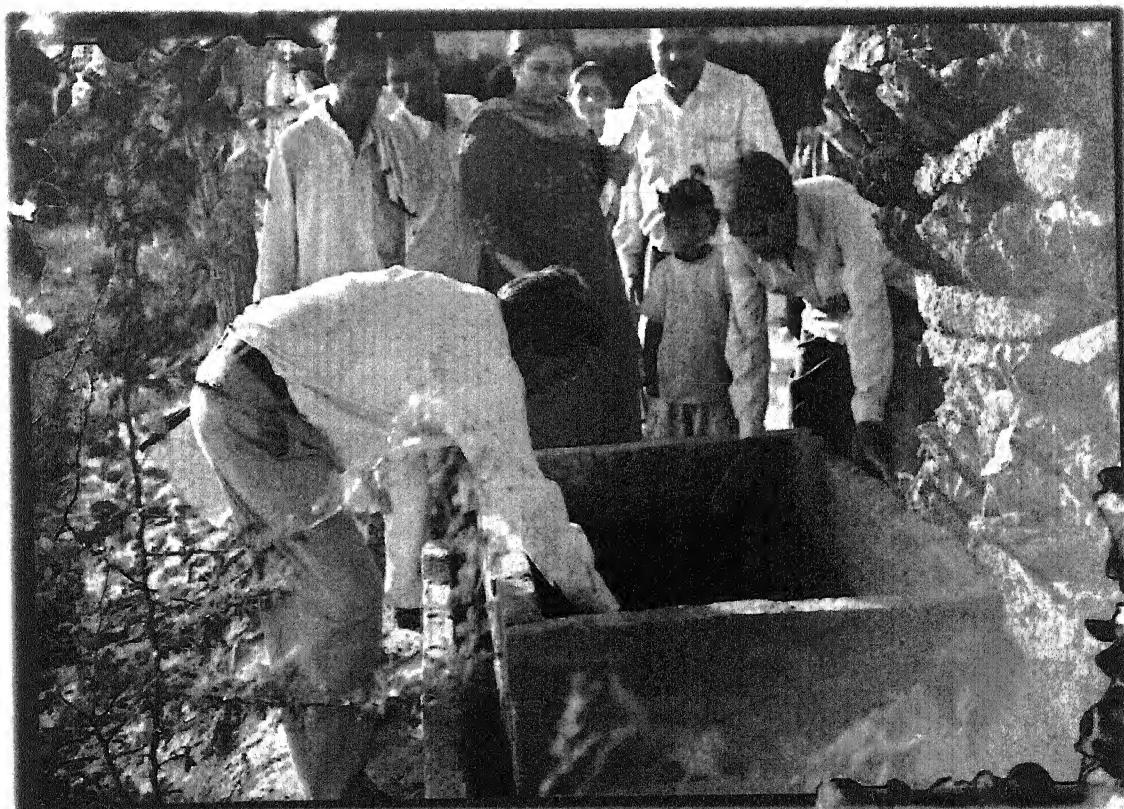






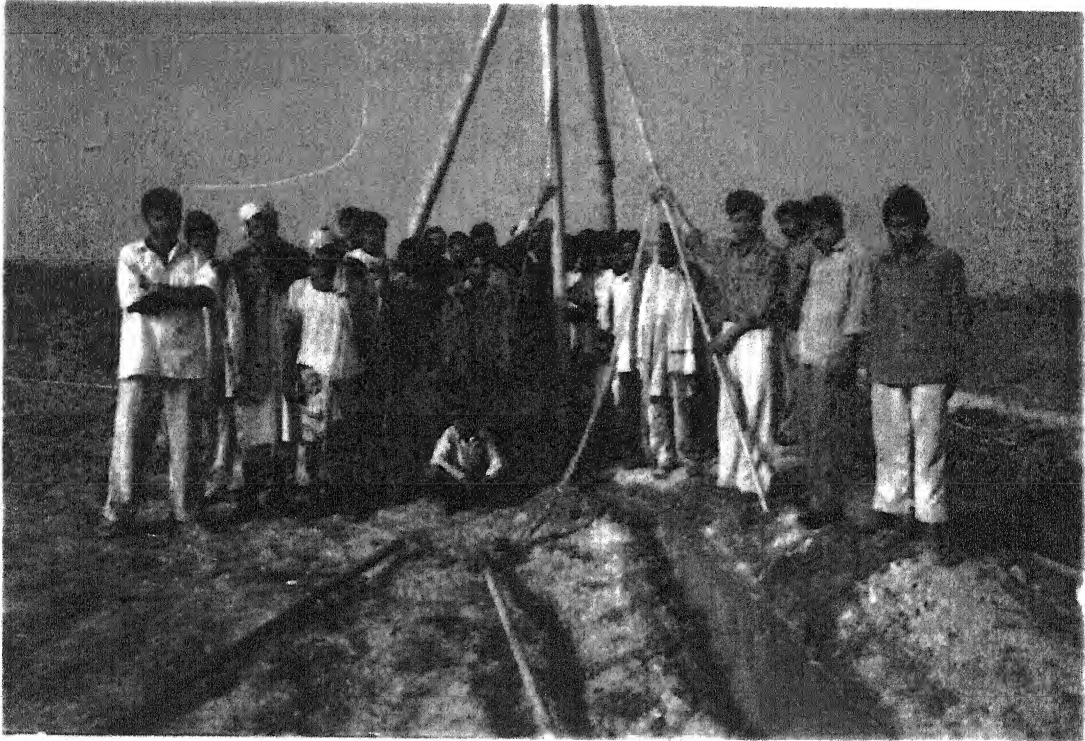


**Cultural Program organized for providing Knowledge about the project activities in Aligarh**



**Knowledge dissemination to the beneficiaries about the methodology for preparing Bio-compost**





**Providing Knowledge for Irrigation through boring**





## CHAPTER 4

### INSTITUTIONAL CAPACITY BUILDING OF BENEFICIARIES

#### 4.0 INTRODUCTION

Under the project farmers have been organized through formation of self-help groups in every project villages with a view to promoting partnership and strengthening the linkages of farmers with the activities related to sodic land reclamation and empowering them in matters related to their social, economic and environmental betterment. The institutional capacity building of SHGs has been further strengthened through formation of clusters of certain numbers of SHGs. These clusters were expected to play a major role in linking the SHGs with Commercial Banks for getting credit for performing various developmental activities for empowering local communities in general and women in particular and to coordinate and facilitate the SHGs in their functioning. The SHG members are expected to do regular savings and exchange of credit among themselves and undertake other activities in the interest of villagers. The officials of UPBSN were expected to provide them certain level of external support for their sustainable growth.

#### 4.1 SELF-HELP GROUPS

##### Formation

Significant initiatives have been undertaken to organize the women through formation of self-help groups for achieving their social and economic empowerment in project villages. At least two WSHGs were found formed in each of the villages. In our study, we covered at least one WSHGs from every village for the purpose of obtaining information. In all a total of 46 WSHGs covering all the seven years of the project were covered for the present study (Table 4.1).

Women in the project villages were initially very keen to organize themselves into different groups and so SHGs were formed without much difficulty. However, about 2 per cent of them had latter discontinued their association from the SHGs due to their poor economic condition.

#### 4.2 FORMATION OF CLUSTERS

Clusters were mainly formed by women beneficiaries in different project villages. Interactions for obtaining required information were held with the clusters selected from the nine sample districts. Each cluster is headed by a Chairman, who is assisted by one secretary and one Cashier. All the members of SHGs linked to cluster are its members.

By and large the clusters were well aware about the kind of responsibilities and role they should perform for achieving the empowerment of women on their own efforts as well as through coordinating with SHGs. Average number of SHG per cluster was 11, ranging from 5 SHGs in

Allahabad to 16 in Etah. Annually, the clusters have been collecting membership fees at the rate ranging between Rs.100 to Rs.600 from their member SHGs.

For organizing training programmes, the clusters have also been charging a token money from the participants representing different SHGs for the purpose to meet out certain expenses of the concerned training. The clusters had indicated that they have been generally using their Panchayat Bhawan or the FPS for undertaking the meetings of the clusters. The meetings of clusters and SHGs were regularly organised on fixed date in each of the month. The motivators have been playing an important role in coordinating and organizing the meetings of every cluster. Most clusters are linked with FPS for getting the benefits of training and other programs.

### **Involvement of Clusters**

The clusters have been increasingly involved in exchange of credit among SHG's with banks for getting credit facilities, establishing linkages with different government departments, providing knowledge about development programmes and schemes, giving motivation to women for undertaking various social welfare activities such as maternal and child health care, hygiene awareness of legal literacy and environmental aspects etc. The involvement of clusters was fairly high in programmes of pulse polio, implementation of mid-day meal programme at primary school level and child welfare programmes, care of widows and old aged women, Sarva Shiksha Abhiyan, plantation of trees, cleaning of nallas and dirty places within the villages and initiating certain movements against purdah system, dowry, etc.

### **Structure and Effectiveness of Training**

The training programmes for the purpose of providing fundamental knowledge about the objectives, scope, coverage and the role of clusters had been arranged for three to five days with the help of Entrepreneurship Institute in Lucknow. It was also revealed that the training for expansion of various income generating activities such as tailoring, food processing, embroidery, painting and manufacturing of candles were also organised for overall development and empowerment of women and achieving sustainable development of both clusters and WSHGs. The benefits of such training were availed by 63 per cent of the heads of clusters surveyed. One member of the cluster had also availed the opportunity of receiving the training on gender empowerment through making an exposure visit in Solan (Himachal Pradesh) for five days. By and large, all of the heads of sample clusters had availed training for group management and its objectives, which lasted for the duration ranging between 2 to 7 days.

As far as the extent of effectiveness of different training components is concerned the beneficiaries have provided full points in favour of training related to gender empowerment and group management. Average score of 7.67 points were obtained in favour of training on clusters and nearly 8 points in favour of training on the expansion of various income generating activities. Full points were

provided in terms of facilities of fooding, lodging and the infrastructure development components at the places of training in regard to every component of training by all the beneficiaries. However, low marks were given for training methods and the duration of time allocated for each subject of training.

Most of the members of clusters were well aware about the objectives of the formation of clusters and subjects related to its management and the kinds of methodologies to be adopted and the types of activities to be promoted for improving social-economic empowerment of women. In fact, a sizeable number of women had reported that they had been involved in making people aware for promoting girl education, infant and mother health care and aspects related to environmental concerns.

### Suggestions

A high proportion of beneficiary women representing different clusters reported that they have been benefited from different subjects of training or made use of different types of training they obtained from various agencies, including from the FFS. Instead they suggested that training in new areas like awareness programmes for promoting girls enrolments and training for expansion of various local area specific potential income generating activities such as animal husbandry, fishery, manufacturing of soap and pickles, etc. In addition, the marketing facility for disposal of different products should also be developed on a systematic manner. Suggestions were also made for organizing different training programmes at the FFS level with longer duration of training and priority to practical aspects of the training and more opportunity for making exposure visits.

**Table 4.1: Distribution of Sample SHGs According to Year of Formation**

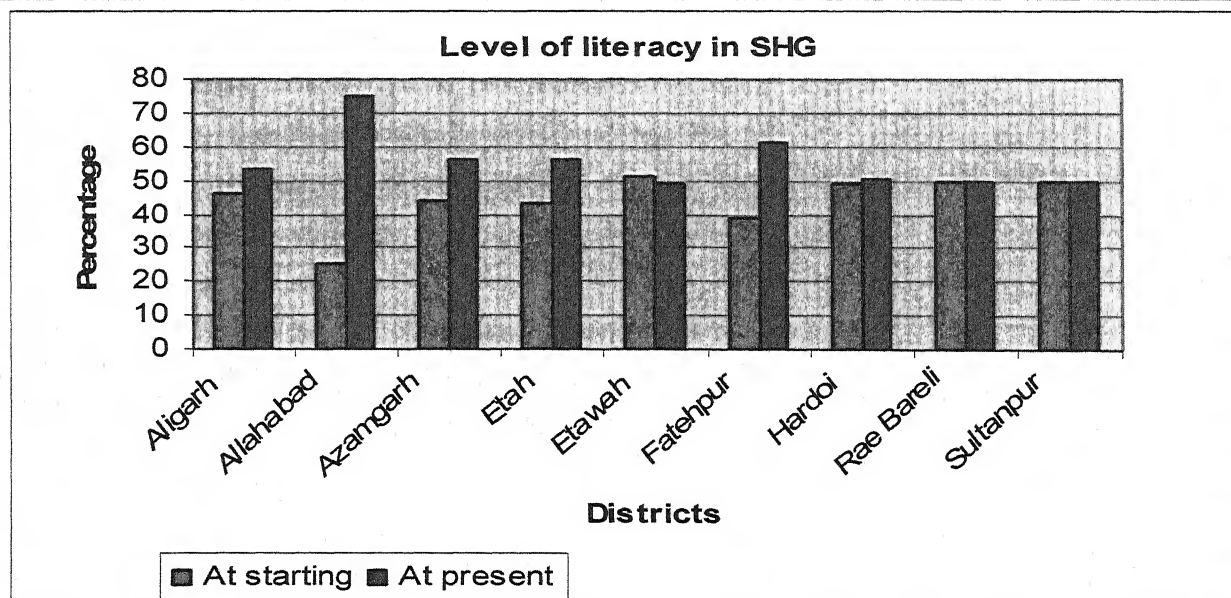
District	PY2	PY3	PY4	PY5	PY6	PY7	Total
Aligarh	1 (12.50)	2 (25.00)	0	3 (37.50)	2 (25.00)	0	8 (100.00)
Allahabad	2 (66.67)	0	1 (33.33)	0	0	0	3 (100.00)
Azamgarh	0	0	1 (33.33)	0	1 (33.33)	1 (33.33)	3 (100.00)
Etah	2 (28.57)	0	4 (57.14)	1 (14.29)	0	0	7 (100.00)
Etawah	0	0	0	2 (33.33)	4 (66.67)	0	6 (100.00)
Fatehpur	1 (33.33)	0	1 (33.33)	0	1 (33.33)	0	3 (100.00)
Hardoi	1 (20.00)	2 (40.00)	0	2 (40.00)	0	0	5 (100.00)
Rae Bareli	0	2 (28.57)	1 (14.29)	1 (14.29)	0	3 (42.86)	7 (100.00)
Sultanpur	0	0	2 (50.00)	0	1 (25.00)	1 (25.00)	4 (100.00)
Grand Total	3 (6.52)	6 (13.04)	10 (21.74)	10 (21.74)	8 (17.39)	5 (10.87)	46 (100.00)

Source: figures in brackets indicate the percentages of each district.

Meetings of SHGs were held regularly and were attended by their members and leaders. Operational situation, financial conditions, performance of the functionary of micro-enterprises and related issues were generally discussed in the meetings. Women in the project villages were not only involved in increasing enrollment of children in primary schools but were also equally keen to achieve improvement in their own educational level. The outcome of their efforts in this context can be directly seen in the increase in the literacy rates among the women representatives of different groups. The proportion of literate women, which was 46.50 per cent at the formation of SHGs, has increased to 53.50 per cent at present. In fact, it has increased to 75 per cent from merely 25 per cent in Allahabad. On other hand, there has been decline of literacy rate from 51 per cent to 49 per cent in Etawah as a result of 2 literate women resigned from the SHGs.

**Table 4.2 Changes in Average No. of members per SHG and their level of literacy**

Districts	Average Number		% of Literates	
	At starting	At present	At starting	At present
Aligarh	12	11	46.43	53.57
Allahabad	13	12	25.00	75.00
Azamgarh	14	14	43.75	56.25
Etah	12	11	43.48	56.52
Etawah	12	11	51.06	48.94
Fatehpur	13	13	38.61	61.36
hardoi	13	11	49.28	50.72
Rae Bareli	13	13	50.00	50.00
Sultanpur	17	17	50.00	50.00
Grand Total	13	12	46.50	53.50



**Fig. 4.2 Level of Literacy at SHG**

## Sustainability

### (i) Linkages with Credit Institutions

The accounts of all the saving groups were opened with different commercial banks. In fact almost the SHGs were linked with the banks for the purpose of credit. But nearly 67 per cent of them had availed the credit facility from different banks. The highest proportion of linkage of SHGs was with the Gramin Bank. All the SHGs in Aligarh, Azamgarh and Fatehpur had availed the credit from their respective banks while the proportion of such SHGs was lowest at 33 per cent in Allahabad followed by 43 per cent in Etah. Similarly, over 81 per cent of SHGs were linked with the clusters. Exception was Rae Bareilly, where none of the SHG was found linked with any cluster. All SHGs in Azamgarh and 87 per cent in Etah were linked with the cluster. The CCL of 41.30 per cent SHGs was between Rs.20000 to Rs.40000. About 20 per cent SHGs had CCL of above Rs.40,000 and the remaining 40 per cent had the credit limit of below Rs.20,000.

### (ii) Savings

The monthly saving rates per member varied from Rs.20 to Rs.100. The proportion of SHGs with average saving of below Rs.25 at their formation were 41.30 per cent but this proportion at present has reduced to 34.78 per cent. In contrast, the proportion of SHGs with average saving above Rs.50 had moved from the initial figure of 48 per cent to 54 per cent at present. Saving rates show higher increase in district Allahabad and Aligarh as compared to remaining districts. The confidence of women in the SHGs and the benefits derived from them has been going up in project villages.

**Table 4.3 Changes in Average Monthly Saving rates of SHG's**

Districts	At starting	At present
Aligarh	50.00	56.25
Allahabad	36.67	43.33
Azamgarh	23.33	23.33
Etah	42.86	64.29
Etawah	45.00	53.33
Fatehpur	20.00	20.00
Hardoi	28.00	32.00
Rae Bareilly	21.43	21.43
Sultanpur	27.50	40.00
<b>Grand Total</b>	<b>35.00</b>	<b>42.39</b>

### (iii) Financial Performance

The saving groups have achieved a remarkable reputation and were admired by the villagers for the punctuality being practiced in collection of saving among its members, getting credit from the



banks and distribution of collected money from different sources to the members for starting potential income generating activities. The financial situation as well as efficiency achieved in disbursement of savings of SHGs was found quite satisfactory in most of the districts. Details are given in Table 4.2.

Average savings of all SHGs together in sample districts was estimated at Rs.44, 560. Aggregate savings per SHGs was Rs.81, 830 in Aligarh followed by Rs.73, 970 in Rae Bareli. But saving was only Rs.19, 590 in Etawah and Rs.22, 310 in Fatehpur. A few SHGs in Aligarh and Sultanpur had achieved aggregate savings of over Rs.50, 000. In case of 37 per cent SHGs total savings were in the range of Rs.10 to Rs.25 thousand. In case of 35 per cent SHGs savings were in the range of Rs.25 to Rs.50 thousand.

The SHGs were also showing a remarkable efficiency in disbursement of their accumulated savings to their members. Nearly 81 per cent of the saving amount of SHGs was found distributed among members for bringing improvements in their socio-economic conditions. This proportion was around 95 per cent in Fatehpur, Azamgarh and Rae Bareli. However, in Etah only 55 per cent of the saving amounts have been distributed to its member beneficiaries.

**Table 4.4: Distribution of SHGs by their Total Savings and Its Distribution to the Members (in Rs.)**

District	Less than 10000	10000-25000	25000-50000	50000-100000	Total	Savings per SHG	% of Total Savings Provided as Loan to Members
Aligarh	0	3 (37.50)	3 (37.50)	2 (25.00)	8 (100.00)	81830	81.36
Allahabad	0	1 (33.33)	2 (66.67)	0	3 (100.00)	32376	77.72
Azamgarh	2 (66.67)	1 (33.33)	0	0	3 (100.00)	21743	94.28
Etah	0	1 (14.29)	6 (85.71)	0	7 (100.00)	34251	54.60
Etawah	0	6 (100.00)	0	0	6 (100.00)	19585	77.74
Fatehpur	1 (33.33)	0	2 (66.67)	0	3 (100.00)	22314	95.46
Hardoi	1 (20.00)	3 (60.00)	1 (20.00)	0	5 (100.00)	35519	68.92
Rae Bareli	4 (57.14)	2 (28.57)	1 (14.29)	0	7 (100.00)	73973	93.03
Sultanpur	2 (50.00)	0	1 (25.00)	1 (25.00)	4 (100.00)	28787	87.45
Grand Total	10 (21.74)	17 (36.96)	16 (34.78)	3 (6.52)	46 (100.00)	44560	80.93

Source: figures in brackets indicate the percentages of each district.

The CCL limit of a majority of over 41 per cent SHGs was in the range of Rs.20 to Rs.40 thousand and it was above Rs.40000 for about 20 per cent of the SHGs, while in the lowest range of below Rs.20 thousand the proportion of SHGs was about 39 per cent. The banks were reported to be



maintaining very cordial relationship with the SHGs on different matters for funding the micro-enterprises or providing the knowledge about the financial management of SHGs. The SHGs did not experience problems in obtaining credit from their linked banks. The only exception was the case of Etawah, where the Gramin Bank was showing its inability to provide the credit facility to SHGs even after repeated requests made by the cluster of SHGs in this regard.

**Table 4.5 Distribution of SHG's by their Average Limit of CCL**

District	Below 20000	20000-40000	Above 40000	Total	Average Amount
Aligarh	0	4	4	8	47187.50
Percentage	0	50	50	100	
Allahabad	3	0	0	3	3333.33
Percentage	100.00	0	0	100	
Azamgarh	0	3	0	3	25000.00
Percentage	0	100	0	100	
Etah	4	2	1	7	35357.14
Percentage	57.14	28.57	14.29	100	
Etawah	3	2	1	6	22500.00
Percentage	50.00	33.33	16.67	100	
Fatehpur	1	2	0	3	30333.33
Percentage	33.33	66.66		100.00	
Hardoi	1	4	0	5	20000.00
Percentage	20.00	80	0	100	
Rae Bareli	5	1	1	7	26331.43
Percentage	71.44	14.29	14.29	100	
Sultanpur	1	1	2	4	38300.00
Percentage	25.00	25	50	100	
Grand Total	18	19	9	46	29859.13
Percentage	39.13	41.30	19.57	100	

#### (iv) Problems Occurring in Functioning of SHGs

The chairman of the SHGs did not report facing problems in functional matters of SHGs. The co-operation of members was reported to be high. About 15 per cent SHGs in Etawah reported facing problems in matters related to obtaining credit from banks or delays by some members in contributing their savings with the SHGs. Some of the women members who have not been benefited through receiving credit facility for initiating income generating activities were hardly in a position to undertake saving due to the poor economic conditions of household particularly in Hardoi, Etawah, Etah and Rae Bareli. Thus, there is little doubt about the sustainability of the SHGs in the project villages.

## Benefits Acquired

### (i) Economic

The leaders of different SHGs had reported that women who are associated with saving groups have substantially benefited in improving their economic conditions by getting the opportunity of credit at low rates of interest for undertaking income generating activities, purchase of agricultural inputs such as fertilizers, agricultural machinery and equipments, performing various social ceremonies and education of children. Nearly 65 per cent leaders of sample saving groups reported that their women members benefited by availing the credit facility for different purposes from the banks.

**Table 4.6 Economic Benefits**

Districts	No response	Income increased	Loan at low interest rates	Purchase of Ag. Input
Aligarh	0	8	8	0
Percentage	0	100.00	100.00	0
Allahabad	0	3	1	0
Percentage	0	100.00	33.33	0
Azamgarh	1	2	2	0
Percentage	33.33	66.67	66.67	0
Etah	0	6	6	0
Percentage	0	85.71	85.71	0
Etawah	0	4	4	0
Percentage	0	66.67	66.67	0
Fatehpur	0	2	2	0
Percentage	0	66.67	66.67	0
Hardoi	0	3	3	1
Percentage	0	60.00	60.00	20.00
Rae Bareli	2	3	3	0
Percentage	28.57	42.86	42.86	0
Sultanpur	1	2	1	0
Percentage	25	50.00	25.00	0
Grand Total	4	33	21	1
Percentage	8.70	71.74	45.65	2.17

This proportion was as high as 86 per cent in Etah and 66 per cent in Fatehpur and Etawah. Similarly, a very high proportion of 72 percent women members benefited in increasing their income through credit facility together from SHG's and linked banks. In fact all the women in both Allahabad and Aligarh had received the opportunity to increase their household income after associating with the saving groups. Altogether 43.48 per cent of women members benefited in

generating additional income through credit facility from their own saving groups. But 9 per cent leaders of saving groups reported that their members could not derive any benefit so far.

### (ii) Environmental Benefits

A little over 15 per cent and 9 per cent of the women of different saving groups were found directly involved in undertaking plantation of different species and collectively participating in cleaning of nullahas in their villages respectively. The women belonging to project villages of districts Allahabad, Azamgarh, Fatehpur, Rae Bareli and Sultanpur were not found to be involved in performing any activity related to protection of environment.

**Table 4.7 Environmental Benefits**

Districts	No Response	Preservation through Plantation	Opportunity to get clean the nalahas collectively	Total
Aligarh	3	4	1	8
Percentage	37.5	50.00	12.5	100
Allahabad	3	0	0	3
Percentage	100	0	0	100
Azamgarh	3	0	0	3
Percentage	100	0	0	100
Etah	5	0	2	7
Percentage	71.43	0	28.57	100
Etawah	3	2	1	6
Percentage	50	33.33	16.67	100
Fatehpur	3	0	0	3
Percentage	100	0	0	100
Hardoi	4	1	0	5
Percentage	80.00	20.00	0	100
Rae Bareli	7	0	0	7
Percentage	100	0	0	100
Sultanpur	4	0	0	4
Percentage	100	0	0	100
Grand Total	35	7	4	46
Percentage	76.09	15.22	8.70	100

### (iii) Social Benefits

The women representatives of saving groups have been actively engaged in motivating people for getting their children enrolled in educational systems, aspects related for improving health conditions, providing freedom to women for undertaking certain outdoor activities, and maximising the participation of women in carrying out agitations and movements against the various social evils existing in the society. In addition they have been increasingly finding the

opportunity of educating their children and availing medical facility by getting loans from their saving groups. A high proportion of 57 per cent of the representatives of different groups had been finding the opportunity to participate in the activities related to strengthening social empowerment of women. The involvement of women in such activity had been cent percent in Fatehpur followed by 75 per cent in Sultanpur, 71 per cent in Rae Bareli. But none of the women in Allahabad reported participating in such activities. Another 22 per cent and 11 per cent women had respectively found the opportunity for getting enrolled their children in schools and motivating others for the same and to improve the health conditions.

**Table 4.8 Social Benefits**

Districts	No Response	Education of Children	Health Care	MDM Distribution	Social Empowerment	Total
Aligarh	0	4	0	4	0	8
Percentage	0.00	50.00	0.00	50.00	0.00	100.00
Allahabad	0	2	0	0	1	3
Percentage	0	66.67	0	0	33.33	100
Azamgarh	1	1	0	0	1	3
Percentage	33.33	33.33	0	0	33.33	100
Etah	0	1	2	0	4	7
Percentage	0	14.29	28.57	0	57.14	100
Etawah	0	2	0	0	4	6
Percentage	0	33.33	0	0	66.67	100
Fatehpur	0	0	0	0	3	3
Percentage	0	0	0	0	100	100
Hardoi	1	0	2	0	2	5
Percentage	20	0	40	0	40	100
Rae Bareli	0	0	1	1	5	7
Percentage	0	0	14.29	14.29	71.43	100
Sultanpur	1	0	0	0	3	4
Percentage	25	0	0	0	75	100
Grand Total	3	10	5	1	27	46
Percentage	6.52	21.74	10.87	2.17	58.70	100

**Success Story No. 1**

Mrs. Seema Devi in village Rithawan, district Hardoi had attained a training programme on the subject of toy making which was organized by UPBSN at its headquarter in Lucknow for 10 days. She formed the SHG with its 8 members and initiated the toy making activity through engaging all the members during 2004. the monthly income of SHG during first year was Rs. 2500. now the concerned activity has been employing 27 workers on regular basis and the monthly earnings has been increased to Rs. 40000.

### Success Story No. 2

Mr. Praveen Kumar Singh in village Siyali, district Fatehpur established a Poultry Farm through availing the credit facility of Rs. 2 lakh from linked bank under CCL and Rs. 25000 from SHG during 2005. The income generated from the concerned activity during the first year accounted for Rs. 14 thousand while during last year it increased to Rs. 3 lakhs.

### Success Story No. 3

The MEERA SHG in village Bankner, district Aligarh has been engaged in implementation of mid day meal programme at primary school level with engaging all its 11 members and providing the honorarium of Rs. 1200 per month. The future strategy is, firstly to undertake the whole responsibility of implementation of concerned programme, secondly to extend the coverage of school and thirdly to undertake the processing of all items, such as spices, pulses, wheat etc. at SHG level. In addition the PM also reported that the more and more SHG's would also be engaged in processing of different food items for its supply to different primary schools as well as canteens of government departments located in the district

### Training and Capacity Building

The training need of SHGs related to group management, financial and accounts management, ways of solving different problems which arise in proper functioning of SHGs, etc. were expected to be addressed so as to improve their capacity buildings and sustainability development. Exposure visits of the leaders of SHGs to assess the functioning of SHGs and various income generating activities outside the state were also organized.

The SHG's were provided the training of group management and financial management for two to three days in group meetings and one to two days at FFS along with other subjects of training. The exposure visits of the members were organised to some extent. The members got the opportunity to visit FWWB Ahmedabad, Sutra in Solan and Myrada in Bangalore. The knowledge about managing SHGs was generally being provided by the motivators (NGOs) while training related to account keeping was provided by the linked banks. Some leaders of both clusters and SHGs in project villages were provided training for initiating various income generating activities by KVKs, RIRD, Horticulture Department, Food Processing Department, Institute of Entrepreneurship Development, etc. for two to seven days.



Leaders of all the 46 saving groups contacted by us were provided training in group management and financial managements along with other subjects at the FFS and at cluster level for two to four days. But only seven leaders of SSGs, two each from Aligarh, Azamgarh and Fatehpur and one of Sultanpur had availed accounts related training by the concerned link banks. Training on the subjects related to the expansion of micro-enterprises was availed off by ten leaders of saving groups from different training institutions located in Lucknow.

The main findings of the field survey about the effectiveness of training are summarized below:

- The members of SHGs reported that the training on different subjects related to saving groups received from different institutions had been helpful in proper management and functioning of the groups.
- Nearly 62 per cent leaders of groups were in favour of organizing separate training programme rather than to combine saving groups related subjects of training with other components of the project.
- About 46 percent leaders also felt that the duration of training which they had received from different sources was inadequate.
- In most cases the leaders did not avail the facility of lodging and boarding as the training was mostly provided at the institutions located nearby their villages. The quality of food provided by the training institutions was reported to be quite satisfactory.
- The quality of the lectures imparted in the training was graded as very good by 61 per cent beneficiaries and good by 36 per cent beneficiaries. Only 3 per cent beneficiaries found it as just satisfactory.
- The training had been very effective in respect to functioning of an overwhelming majority of 86 per cent saving groups.

#### **Exposure Visits**

The study found that only 20 per cent of SHGs leaders have benefited through exposure visits outside their villages for the purpose of assessing the operational system and functioning of SHGs in different destinations. The proportions of such beneficiaries was highest at 57 per cent in Etah followed by 40 per cent in Hardoi and a little over 33 per cent each in Fatehpur and Azamgarh and only 17 per cent in Etawah. None of the leaders of SHGs of Aligarh, Allahabad, Rae Bareli and Sultanpur was sent for exposure visits. Out of the 19 beneficiaries who undertook exposure visits, 67 per cent had visited outside state, 22 per cent outside district and remaining 11 per cent had visited neighbouring villages of the district.

Table 4.9: Details of Exposure Visits

District	Visited		Place of Visit			Types of Benefit Derived				Total Sample
	Yes	No	Within District	Outside District	Outside State	Group Management	Motivating Others for Different Work	Social Environment	Gender Awareness	
Aligarh	0	8	0	0	0	0	0	0	0	8
Allahabad	0	3	0	0	0	0	0	0	0	3
Azamgarh	1 (33.33)	2	0	0	1	0	0	0	1	3
Etah	4 (57.14)	3	1	1	2	2	1	1	0	7
Etawah	1 (16.66)	5	0	0	1	0	0	0	1	6
Fatehpur	1 (33.33)	2	1	0	0	1	0	0	0	3
Hardoi	2 (40.00)	3	0	0	2	2	0	0	0	5
Rae Bareli	0	7	0	0	0	0	0	0	0	7
Sultanpur	0	4	0	0	0	0	0	0	0	4
Grand Total	9 (19.56)	37 (88.47)	2 (22.22)	1 (11.11)	6 (66.66)	5 (55.55)	1 (11.11)	1 (11.11)	2 (22.22)	46 (100.00)

Note: Figures in brackets indicate the percentages of total sample beneficiaries.

Over half of the beneficiaries availed the opportunity to learn about the management of groups and nearly one-fourth of beneficiaries had learned about achieving the methods and options for bringing social and economic empowerment among women. Remaining 11 per cent had benefited in terms of methods for motivating other women in undertaking different income generating activities and for maximising their participation in various activities of the saving groups and aspects related to social environment.

#### 4.3 MICRO ENTERPRISES (Income Generating Activities)

##### Formation

Initiatives have been undertaken for starting various income generating activities in the form of micro-enterprises. The beneficiaries have been provided trainings for starting the micro-enterprises by various such as KVKs, RIRD, Department Of Horticulture, Food Processing, Institute Of Entrepreneurship Development and NGOs. Initiatives were also undertaken to arrange exposure visits of beneficiaries at inter-district and outside state level for learning about these activities. The funding of these enterprises has been carried out through own savings of saving groups and credit from linked banks.

### (i) Sustainability and Structure

The study covered 42 micro-enterprises from different project districts. These enterprises included shops, manufacturing of dairy products, tailoring, fishing, poultry, flour mills, boring machine, etc. Details are given in Table 4.10.

**Table 4.10: Type of Micro-Enterprise Established by the Beneficiaries**

District	Type of Micro-Enterprises Established					
	Shop	Diary Products	Fishing/Poultry Farm	Tailoring	Others*	Total
Aligarh	3	5	-	-	3	11
Allahabad	1	-	1	1	-	3
Azamgarh	2	-	-	1	-	3
Etah	2	-	-	3	-	5
Etawah	1	1	-	4	-	6
Fatehpur	1	1	1	1	1	5
Hardoi	-	1	1	-	1	3
Rae Bareli	1	2	-	-	-	3
Sultanpur	2	1	-	-	-	3
Grand Total	13 (30.95)	11 (26.19)	3 (7.14)	10 (23.81)	5 (11.90)	42 (100.00)

\* Flour Mills, Tent house, teddy bear making, boring mechanic repairing

Note: Figures in brackets show percentages.

It is observed that 50 per cent enterprises were established by the Chairpersons followed by 29 per cent by members and remaining 21 per cent by the Secretaries of the groups. Similarly, the proportions of enterprises, which were established by male and female beneficiaries, accounted for 10 per cent and 90 per cent respectively.

**Table 4.11 Distribution of Entrepreneurs by their position in SHGs**

District	Chairman	Secretary	Member	Total
Aligarh	7	2	2	11
Allahabad	2	0	1	3
Azamgarh	0	1	1	2
Etah	4	1	0	5
Etawah	2	3	1	6
Fatehpur	2	0	3	5
Hardoi	1	0	2	3
Rai Bareli	3	0	1	4
Sultanpur	0	2	1	3
Grand Total	21	9	12	42
Percentage	50.00	21.43	28.57	100.00

It was further revealed that the young members were more active in the establishment of micro enterprises. 70 per cent of heads of micro enterprises were in the age group of 20 to 40 years

with an average age of 33 years. Significantly, a little over 45 per cent heads of enterprises were earlier working as housewives, while 29 per cent were engaged on their family farms and 24 per cent in different non-farm activities respectively before starting the present activities.

**TABLE 4.12: DISTRIBUTION OF ENTERPRISES BY AGE**

District	Below 20	20-40	40-60	Total	Average Age
Aligarh	0	9	2	11	34
Allahabad	0	3	0	3	34
Azamgarh	0	2	0	2	35
Etah	0	3	2	5	41
Etawah	1	4	1	6	35
Fatehpur	0	4	1	5	32
Hardoi	0	2	1	3	34
Rai Bareli	0	4	0	4	29
Sultanpur	0	1	2	3	44
Grand Total	1	32	9	42	33
Percentage	2.38	76.19	21.43	100.00	

Annual average earning of heads of enterprises from their last activity was Rs.6262, though it was as high as Rs.18000 in Allahabad followed by Rs.14467 in Hardoi. About 48 per cent of them were generating less than Rs.10, 000 and only a little over 14 per cent were generating income between Rs.20 to Rs.40 thousand during a year.

**Table 4.13: Earning from last activity**

District	No Income	Less than 10000	10000-20000	20000-40000	Total	Average income
Aligarh	7	2	2	0	4	3109
Allahabad	1	0	1	1	2	18000
Azamgarh	0	1	1	0	2	9000
Etah	3	2	0	0	2	2800
Etawah	4	1	0	1	2	4333
Fatehpur	3	0	2	0	2	5400
Hardoi	1	1	0	1	2	14467
Rai Bareli	0	3	1	0	4	6600
Sultanpur	2	0	1	0	1	6667
Grand Total	21	10	8	3	21	6262
Percentage	50.00	23.81	19.05	7.14	100.00	

### Capital Investment

The NGOs have been performing a remarkable role in motivating the representatives of different groups for the establishment of various potential economic activities, arrangement of credit facilities for financing the initial investment cost of establishment. The establishment cost of

a very high proportion of enterprises (67 per cent) was met out together through the savings of their groups and link bank, 18 percent enterprises are financed by the non-linked banks and rest by DRDA and family savings. However, it is surprising that the establishment cost of any IGA was financed by informal sources, such as money lenders and others.

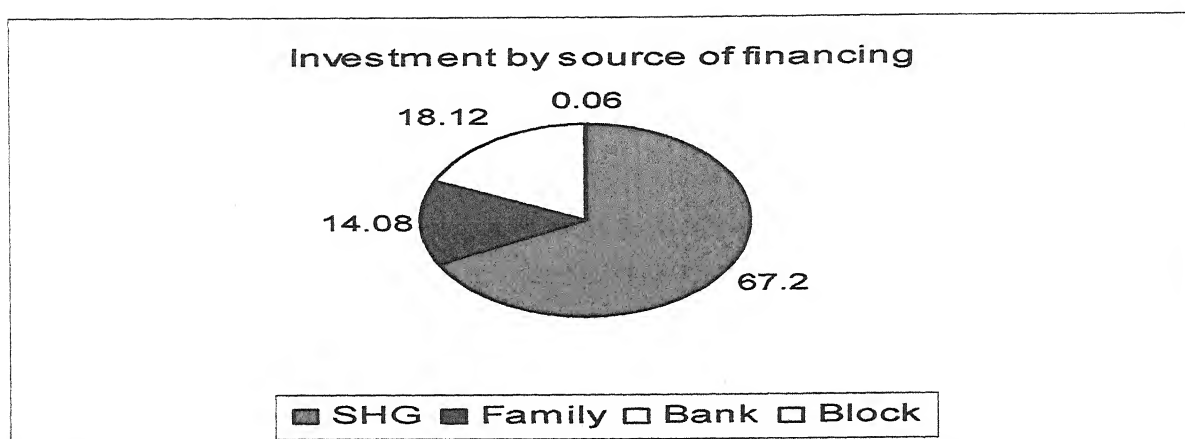
Initial invested capital per enterprise in project districts is estimated at Rs.33.96, though it varied from Rs.50.33 thousand in Hardoi to Rs.5.88 thousand in Rae Bareli. The amount of initial investment in case of 45 per cent enterprises was less than Rs.10000. In 19 per cent enterprises this amount was reported above Rs.40 thousand. These enterprises were concentrated in Fatehpur and Aligarh.

**Table 4.14: Investment by Source of Financing (Rs.)**

District	CCL&SHG	Family Savings	Bank (Individuals)	DRDA	Total
Aligarh	330500 (67.22)	60200 (12.24)	101000 (20.54)	0	491700 (100.00)
Allahabad	2500 (7.04)	25000 (70.42)	0	8000 (22.54)	35500 (100.00)
Azamgarh	3500 (10.45)	0	30000 (89.55)	0	33500 (100.00)
Etah	46500 (73.81)	1500 (2.38)	15000 (23.81)	0	63000 (100.00)
Etawah	77000 (97.84)	1200 (1.52)	0	500 (0.64)	78700 (100.00)
Fatehpur	379500 (77.93)	0	107500 (22.07)	0	487000 (100.00)
Hardoi	43000 (28.48)	108000 (71.52)	0	0	151000 (100.00)
Rae Bareli	20500 (87.23)	3000 (12.77)	0	0	23500 (100.00)
Sultanpur	55500 (88.80)	2000 (3.20)	5000 (8.00)	0	62500 (100.00)
Grand Total	958500 (67.20)	200900 (14.08)	258500 (18.12)	8500 (0.60)	1426400 (100.00)

Note: Figures in brackets show percentages.





**Fig. 4.14 Investment by source of financing**

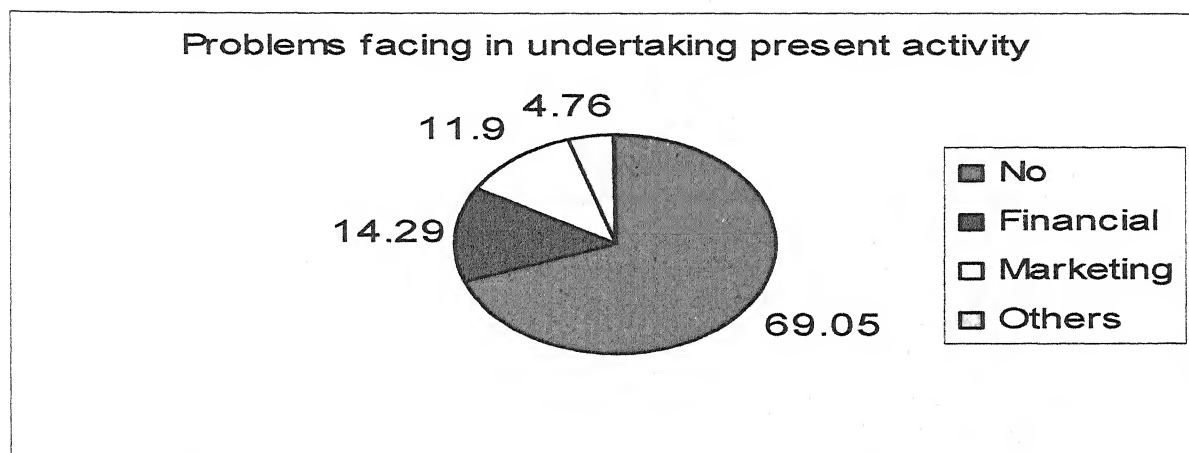
Savings along with Cash Credit Limit of self groups contributed 67.20 of investment cost, while 18.12 per cent was contributed by financial institutions and 14.08 per cent was contributed by household savings. The share of financial institutions in establishing of enterprises was reported as high as 97.84 per cent in Etawah, 89 per cent in Sultanpur and 87 per cent Rae Bareli, but only 7 per cent in Allahabad. In Azamgarh the banks had provided a major role in financing the expansion of various enterprises while in Hardoi and Allahabad a major share of total investment of 72 per cent and 70 per cent respectively was undertaken from the own sources of income of the heads of different enterprises (Table 4.5).

#### (ii) Problems in Sustainability

It was found that 69 per cent enterprises have been operating very successfully. However, a little over 14 per cent have been facing the problems of finances and 12 per cent enterprises were facing problems in marketing their products. It may be noted that inspite of all the SHG were linked with the banks under the CCL, substantial proportion of them were unable to get sufficient credit from their linked bank.

**Table 4.15: Problem facing in undertaking present activity**

District	No response	Financial	Marketing	Others	Total
Aligarh	9	1	1	0	11
Allahabad	2	0	1	0	3
Azamgarh	2	0	0	0	2
Etah	4	0	1	0	5
Etawah	3	3	0	0	6
Fatehpur	4	0	1	0	5
Hardoi	1	1	1	0	3
Rai Bareli	2	0	0	2	4
Sultanpur	2	1	0	0	3
Grand Total	29	6	5	2	42
Percentage	69.05	14.29	11.90	4.76	100.00



**Fig. 4.15 Problems facing in undertaking present activity**

### Training Received

Training for strengthening the capacity building for establishing different income generating activities to the beneficiaries of project villages has been provided by various agencies like Animal Husbandry Department, Fisheries Department, UPBSN staff, KVK and Block Development Office. A striking finding was that over 76 per cent of the heads of different enterprises did not availed any training facility for any subject related to their concerned enterprises. In fact, all of the heads of enterprises in districts Allahabad, Azamgarh, Fatehpur, Rae Bareli and Sultanpur had been operating their income generating activities without availing any kind of training for the activity from any institutions.

**Table 4.16: Institution involved in training**

District	No response	Animal husbandry Department	Fisheries Department	UPBSN	RIRD/DIRD/KVK/KGK	Block	Total
Aligarh	7	1	0	0	0	3	11
Allahabad	3	0	0	0	0	0	3
Azamgarh	2	0	0	0	0	0	2
Etah	4	0	0	0	1	0	5
Etawah	3	0	0	0	0	3	6
Fatehpur	5	0	0	0	0	0	5
Hardoi	1	0	1	1	0	0	3
Rai Bareli	4	0	0	0	0	0	4
Sultanpur	3	0	0	0	0	0	3
Grand Total	32	1	1	1	1	6	42
Percentage	76.19	2.38	2.38	2.38	2.38	14.29	100.00

Out of the 24 per cent beneficiaries who received training, only 2 per cent each had participated in the training programme organised by Animal Husbandry Department, Fisheries

Department, KVK and UPBSN for a duration of one to two days. Block Development Office provided training for a duration of three to eight days to 14.29 per cent beneficiaries.

**Table 4.17 Duration of training by entrepreneurs**

District	No response	2 days	3-7 days	Above 7	Total	Average days of training
Aligarh	7	3	1	0	11	1
Allahabad	3	0	0	0	3	0
Azamgarh	2	0	0	0	2	0
Etah	4	0	0	1	5	3
Etawah	3	0	0	3	6	5
Fatehpur	5	0	0	0	5	0
Hardoi	1	1	0	1	3	6
Rai Bareli	4	0	0	0	4	0
Sultanpur	3	0	0	0	3	0
Grand Total	32	4	1	5	42	2

Out of the 10 women who were engaged in tailoring activities only 3 had participated in different training programmes of tailoring, but all of them had obtained credit facility from their SHGs for the purpose of buying sewing machines.

In all the proportions of heads of different income generating activities who benefited in terms of availing training for expansion of their concerned enterprises was highest at 66.67 per cent in Hardoi followed by 57.14 per cent in Aligarh and lowest at 20 per cent in Etah.

The training programmes which were organised by different line departments and institutions were found very effective in case of the functioning of 40 per cent of the income generating activities, while it had been least effective in case of the functioning of a larger proportion of 60 per cent enterprises.

**Table 4.18 Status of Effectiveness of training**

District	No response	Satisfactory	Normal	Total
Aligarh	7	2	2	11
Allahabad	3	0	0	3
Azamgarh	2	0	0	2
Etah	4	0	1	5
Etawah	3	0	3	6
Fatehpur	5	0	0	5
Hardoi	1	2	0	3
Rai Bareli	4	0	0	4
Sultanpur	3	0	0	3
Grand Total	32	4	6	42

A very high proportions (70 per cent) of the beneficiaries had reported that the duration of training programme was very adequate for learning about the subject concerns. In fact, three beneficiaries in Aligarh and one beneficiary in Hardoi who purchased buffaloes through credit

facility provided by banks had reported that the training had been very effective in terms of feeding of animals and other aspects of animal husbandry.

**Table 4.19 Duration of training**

District	No response	Adequate	Sufficient	Inadequate	Total
Aligarh	7	0	4	0	11
Allahabad	3	0	0	0	3
Azamgarh	2	0	0	0	2
Etah	4	0	1	0	5
Etawah	3	0	0	3	6
Fatehpur	5	0	0	0	5
Hardoi	1	2	0	0	3
Rai Bareli	4	0	0	0	4
Sultanpur	3	0	0	0	3
Grand Total	32	2	5	3	42
Percentage	76.19	4.76	11.90	7.14	100.00

The training for different subjects was provided only one time to each of the beneficiaries in the past. All of them were satisfied by the facilities of fooding and accommodation at the places of training. Four beneficiaries had not used the accommodation facility as the location of training institutions was very near to their villages.

#### **Impact of Income Generating Activities**

The study revealed that the expansion of different income generating activities have been providing higher income as well as wages to workers in different project districts. The share of paid workers in total employment was reported to 26.28 per cent, though it varied from 44.65 per cent in Hardoi to 15.15 per cent in Aligarh. Only unpaid family workers were employed in enterprises established in Etawah and Rae Bareli. Average size of employment per unit was 4, though it varied from 19 workers in Hardoi to 2 workers each in Azamgarh, Etawah, Rae Bareli and Fatehpur.

Details of employment generated are given in Table 4.6.

**Table 4.20: Structure of Employment in Micro Enterprises**

District	Total Employment	Unpaid Family Workers	Paid Hired Workers	Per Unit Workers	% Share of Paid Workers
Aligarh	33	28	5	3	15.15
Allahabad	11	8	3	4	27.27
Azamgarh	3	2	1	2	33.33
Etah	15	13	2	3	13.33
Etawah	13	13	0	2	0.00
Fatehpur	8	5	3	2	37.50
Hardoi	56	31	25	19	44.65
Rae Bareli	9	9	0	2	0.00
Sultanpur	8	6	2	3	25.00
Grand Total	156 (100.00)	115 (71.72)	41 (28.28)	4	26.28

The study found that the income generating activities have contributed to augmenting the income of the beneficiaries in different project districts. Per enterprise income generation has been estimated at Rs.40.92 thousand. In Hardoi per enterprise generation of income was found to be over Rs.98 thousand. On the other hand, per enterprise income was only around Rs.11 thousand in Etah and Rae Bareli.

Average income level of every beneficiary who opted for the establishment of IGA has increased to the extent of above five-folds as compared to what they had been earning before starting the present enterprise. The increase in income, however, varied lowest from 70 percent in Rae Bareli to 12-13 times higher in Aligarh and Fatehpur.

Given the pattern of income generation and the extent to which it has been increasing there is little doubt about their sustainability in the near future. It is for this reason that the attraction of women towards the expansion of various IGAs has been going up considerably in project villages.

District wise details of income generated are given in Table 4.7.

**Table 4.21: Generation of Income from Previous and Present Economic Activities**

District	Income per Beneficiary/Enterprise (in Rs.)		
	Previous Activity	Present Activity	Percentage Change
Aligarh	3109	45773	1372.27
Allahabad	18000	60000	233.33
Azamgarh	9000	17250	91.67
Etah	2800	10600	278.57
Etawah	4333	15717	262.73
Fatehpur	5400	72140	1235.93
Hardoi	14467	98333	679.71
Rae Bareli	6600	11200	69.70
Sultanpur	6667	51000	664.96
Grand Total	6262	40924	553.50

Source: Field Survey

#### 4.4 FARMERS' FIELD SCHOOLS (FFS)

The Farmers' Field Schools (FFSs) have been formed among the clusters of project villages to address the key issues affecting project sustainability in matters like dissemination of technological know-how, use of various agricultural inputs, providing knowledge for drainage maintenance, etc., capacity building of master trainers of FFSs and clusters and establishing linkages of FFS and clusters with different public and private institutions and with saving groups and different income generating activities. A strategy has also been formulated for increasing the income base of FFS and master trainers so as to achieve overall sustainability of both schools and the project.



The study covered 11 FFS in the sample districts. The representatives of the FFS were well aware of the basic objectives behind the formation of FFS. The master trainers at FFS level had availed the training on various subjects from different institutions. The contribution of the master trainers was very appreciable in dissemination of knowledge of matters related to boring and pump sets, health, group management, credit management, animal husbandry, fisheries, soil testing and agricultural technology and know-how. The libraries of FFS were well equipped with relevant books, documents and charts for extending the knowledge of agricultural technology and know-how and aspects related to sodic land reclamation, etc. Finances generated by the members as membership fees were the only source of income of FFS. The membership charges were being collected on both monthly and annual basis by every FFS in project districts, which were Rs.51 and Rs.501, respectively. Only in some exceptional cases nominal charges were collected in the form of participation fees from the trainees. The FFS were holding the monthly meeting of its members regularly.

### **Effectiveness of Training**

Every FFS had sufficient number of master trainers for imparting training to the beneficiaries in different subjects in the linked villages. A majority of master trainers had availed the training for subjects related to animal husbandry, agricultural technologies and know-how, marketing, pump set and boring machine and food processing. Average duration of their training had been highest at 12 days for pump sets and boring machine, followed by 8 days for bee-keeping and agricultural technology and know-how and lowest at 2 days for soil testing.

Enquiring about the extent and status of the effectiveness of training from the master trainers of their concerned subjects of training the study found that the subjects of training concerning soil testing, horticulture, and pump set and boring machine have been highly effective in the sense that the master trainers of concerned subjects of training have given full 10 points in the context of their effectiveness. Similarly, out of 10 points, the training related to dairy development, food processing and marketing had scored 9 points each while the subjects of training of bee-keeping agricultural technology and know-how, group management, bio-compost making aeronautic herbals have been given 8 points and 7 points have been given to health related training.

Table 4.22: Effectiveness of Different Subjects of Training

Description	Subjects of Training by Average Scoring										
	Bee Keeping	Health	Diary Development	Agriculture Development	Soil Testing	Food Processing	Marketing	Pump Set/Boring Mechanic	Horticulture	Group Management	Others*
Duration (Days)	8	4	12	8	2	5	7	12	5	7	3
Extent of Effectiveness											
a) Duration	10	7	9	6	10	8	7	10	7	8	8
b) Method of Training	10	8	10	9	10	10	8	9	10	7	10
c) Trainers	8	8	10	9	10	10	10	10	10	8	7
d) Literature	7	5	5	5	6	7	8	8	5	--	--
e) Fooding	4	10	9	8	10	10	10	10	7	7	10
f) Lodging	6	10	9	3	10	10	10	10	--	4	10
g) Place of training	8	10	9	8	10	10	10	10	10	4	10
Total Effectiveness (Average)	8	8	9	8	10	9	9	10	10	8	8
Frequency of Training	1	2	1	1	1	1	1	1	1	1	1

\*Others: Aeronautic Herbs, Bio-Compost Making.

Further enquiring about the context of effectiveness separately for individual subject of training, the duration component has been given the score of 6 points in case of agricultural technology and know-how and full 10 points for the training related to bee-keeping, soil testing and pump set and boring mechanic.

Methodology adopted in the trainings related to the subjects of bee-keeping, animal husbandry, soil testing, food processing, horticulture and bio-compost making have been rated highly effective, while it has been rated least effective in case of group management training.

The trainers have been given full score of 10 points regarding training on the subjects of animal husbandry, soil testing, food processing, marketing, pump set and boring machine and horticulture.

However, lowest points have been given for the supply of training related literatures, ranging from zero in case of group management to 8 points each for marketing and pump set and boring mechanic. The reasons behind providing low scoring on concerned components are that readymade literature on various subjects of training was hardly supplied by the training institutions to the master trainers.

Full scores of 10 points were provided in the quality of supply of fooding facility to the master trainers in obtaining the training of soil testing, health, food processing, marketing, pump set and boring set mechanic and bio-compost marketing while lowest score of 4 points were given for the training of bee-keeping. However, most of the trainees had not availed the fooding facility provided at the place of training because their village was located nearby to training centre.

Similar was the case of the master trainers of agriculture technology and know-how and horticulture.

In case of lodging facility, the master trainers who availed training on health, soil testing, food processing, marketing, pump set and boring mechanic and bio-compost processing have given full points of 10.

The place of training has been rated either very excellent or quite satisfactory in most of the training institutions where different subjects of training was extended to the master trainers as the scores given such components ranges between 8 and 10 points.

## SUMMARY

It has been observed that a significant level of success has been achieved in maximizing the partnership of people in general and women in particular in different activities of sodic land reclamation through organizing them into self help groups and further strengthening their capacity building through formation of clusters of certain numbers of SHG's. The different subjects of training especially SHG's and IGA related subjects which disseminated to beneficiaries has proved to be very successful achievement in improving the socio economic empowerment of women in project villages. As a result of the increasingly involved of SHG's and Clusters in promoting girls enrolment, implementation of mid-day meal programme at primary school level and child welfare programme, care of widow and old aged women, Sarva Shiksha Abhiyan, plantation of trees, cleaning of nallahs and dirty places within the villages and initiating certain movements against pardah system, dowry, child marriages, they have achieved a remarkable reputation and honored place within the project villages. In addition after obtaining the training of various IGA's and getting the credit facilities from banks and their SHG's most of the women have found the opportunity for establishment of different IGA's and strengthen their economic condition. A significant proportion of illiterate women have been literate and have achieved both social and economic empowerment. The FFS are also contributing a important role in addressing the key issues affecting project sustainability in matters related dissemination of knowledge for drainage maintenance etc. to the beneficiaries and capacity building of master trainers of FFS and clusters and establishing linkages of FFS and clusters with different public and private institutions and with saving groups and different income generating activities.











Imparting training Knowledge on Food Processing to SHG's



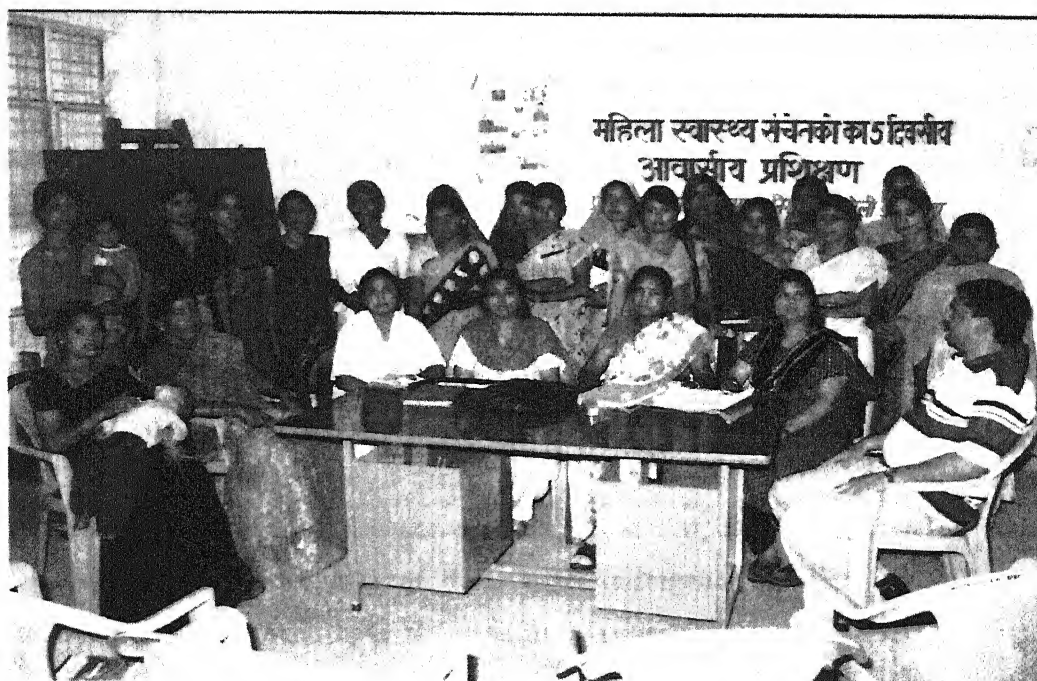








**Training organized for Tailoring Activity by UPBSN at Sultanpur**



**Learning and Knowledge Dissemination to NGO about Women Health Care**

## **CHAPTER 5**

### **EFFECTIVENESS OF TRAINING AT THE DISTRICT AND HEADQUARTER LEVEL**

#### **5.0 INTRODUCTION**

Improvement in the quality of human resource is an important component for effective and efficient management of the project. Under the HRD component, staff training has been provided to enhance the knowledge, skills and attitudes for better performance of their duties. However, the HRD component has not only restricted at the village level but also expended at the district and Head Quarter level. Moreover, staff training and institutional strengthening has been extended to the staff of UPBSN, various NGOs and Line departments. UPBSN has strengthened the skill and efficiency of large number of staffs (both UPBSN and NGO) through various training interventions since beginning of the project.

Under this circumstances, we have interacted with the staff of UPBSN at the district level (both field and district level official), NGO staff (both field and district level official), concerned official of Line Departments (six Line departments, viz., RSAC, UPCAR, PWD, Irrigation and Panchayat Raj and department of Agriculture) and officials of UPBSN at the head quarter. Moreover, the present chapter deals with highlighting the issues related to the effectiveness of training imparted to the district level staff (both NGOs and government officials), staff at the head quarter level and line departments.

#### **5.1 DISTRICT LEVEL STAFF**

##### **5.1.1 PROJECT MANAGER (PM) AND DEPUTY MANAGER (DM)**

Exposure visits or exchange visits within the state are organised by the guidance of Project Manager and Project Coordinator with certain level of guidelines issued by the training cells of the Head Quarter. However, we have interacted with all the project managers in all the districts (except Azamgarh district) on various issues pertaining to the training provided to them as well as other stakeholders. However, some of them have undergone training on project management, general administration, micro finance and participation at IIM, Bangalore, IMDUP, Lucknow, CFTRI, Lucknow. Moreover, some of them have undergone exposure visit to Mayrada, Bangalore. While some of them have not even undergone orientation training including other important trainings, such as reclamation technology, crop and horticulture management practices appropriate for sodic lands. Most of the project manager pointed out that the effectiveness of the training/exposure visit/study tour is highly satisfactory. They have gained knowledge on some of



the important issues, viz., skill development, project management, monitoring evaluation, efficiency development including OFD and sodic reclamation. However, some of them wanted training on participation.

Deputy Managers also play crucial role for participating different activity under the project. We have interacted with eight Deputy Managers (Technical, Drainage and Agriculture etc.) in all the districts under the project. It is observed that most of the Deputy Managers are aware about the objectives of the project as well as the role and responsibility (both primary and secondary) of their respective professions. Most of them have imparted training on the subjects of agriculture, horticulture, participation such as OFD, survey and planning etc at SIMA, Lucknow, CSSRI, Karnal. However, some of them have undergone the exposure visit to SUTRA, Solan, SIMA, Lucknow. It is observed that effectiveness of the training/exposure visit/study tour imparted to them is highly satisfactory. However, some of them have acquired knowledge on PRA, SHG, agriculture and FFS etc.

#### **5.1.2 PROJECT COORDINATOR (PC/DC)**

Project Coordinator (PC) or District Coordinator plays crucial role for coordinating activities related with community mobilization, awareness generation organised at the district level for dissemination of knowledge in the reclamation and subsequent farm activity. We have interacted with eight PC/DC in all the (except Allahabad) districts on various issues of training imparted to them and the subsequent follow up mechanism. However, most of them have undergone training on agriculture, SHG, participatory management at NIRD, Hyderabad, SUTRA, Solan, Myrada, Bangalore. However, some of them have undergone refresher course and exposure visits at SUTRA, IED, CSSRI, Karnal. Most of them have claimed that their efficiency have improved by working on application of new technology, SHG, banking, credit and marketing etc. The effectiveness of the training/refresher course/exposure visit imparted to them is observed highly satisfactory. However, the effectiveness of the training can make better off by enhancing the duration, frequency and initiation of follow up as suggested by them.

#### **5.1.3 TRAINING AND COMMUNICATION ORGANISOR (TCO) AND NGO ACCOUNTANT**

At the district level one Training and Communication Organizer (TCO) is placed to plan, coordinate and monitor the grass root level training interventions under the guidance of training cell, Project Manager (PM) and District Coordinator (DC). However, we have interacted with six TCO in all the nine districts on various issues of training provided to them. It is observed that most

of the TCO are well aware about the objectives of the project as well as the role and responsibility of their respective activities. However, UPBSN has provided them various kinds of training such as issues on gender and women awareness, SHG, participatory training (personality development, group leadership, PRA etc.) and AIDS at Myrada, SIMA, SUTRA etc. The overall effectiveness of all the training/exposure visits has been found highly satisfactory. Formation of SHG, cluster, issues on gender, record keeping, issues on health, AIDS are some of the new areas, where they have been involved and learnt sufficiently. However, some of them have suggested for conducting training on management for the betterment of TCO. Moreover, increasing duration, frequency, teaching in Hindi, providing good literature are some of the important suggestions for improvement of the overall effectiveness of the training. Moreover, we have interacted with five NGO account at the district level. It is observed that they are well aware about the objective of the project as well as the role and responsibility of their respective activity. They undergone various training in the area of participation, SHG, financial management, computer, leadership, gender etc at MYRADA, SIMA, Lucknow, SUTRA etc. Similarly, they have undergone various exposure visits at SUTRA, SEWA etc. The overall effectiveness of all the training/exposure visits has been found highly satisfactory by the NGO accounts.

#### **5.1.4 NGO SUPERVISOR**

NGO supervisors (both male and female) are the important field level staff for mobilizing community and awareness generation in the villages for formation & strengthening of groups, reclamation activities for IGA and sustainability of farm production under the project. However, we have interacted with 29 NGO supervisors (both male and female) in all the nine districts on various issues of training provided to them. It is observed that most of the field level staffs are aware about the objectives of the project as well as the role and responsibility of their respective activities. Most of the motivators have the knowledge on motivating the villagers for creation of SHGs, encouraging for better savings, developing income generating activities and activities of FFS. In addition, they also involve in their secondary activity such as involvement in the OFD, crop diversification, and create awareness on new technology and better investment. However, UPBSN has provided them various kinds of training such as issues on gender and women awareness, participatory training (personality development, group leadership, PRA etc.), SHGs and cluster, agriculture, other category (resam palan, aromatic plants, animal husbandry etc.) at KVK, Sultanpur, SIMA, NEDA, FWWB, NIFCID etc. Similarly, they have been imparted various exposure visits at SUTRA, Pragati Maidan, MYRADA. The overall effectiveness of the entire training/exposure visit has been assessed by taking into account of some indicators for all the NGO supervisors.

It is observed that the effectiveness of all types of training provided to the NGO supervisors is found to be satisfactory (Table 5.1). More interestingly, the average score of all types of training are found equal and satisfactory. So far as training methods, trainers and fooding are concerned, it is found to be better in all types of trainings. However, the duration, literature, lodging of the trainings are concerned, it is found to be lower than that average score of all types of trainings. Some of the new awareness on issues such as formation of SHG, cluster, AIDS, health campaign, micro enterprises, credit etc. have been gained by the motivators. However, most of them have suggested for enhancing the duration and frequency, more practical oriented trained programmes, more training on gender and participation.

**Table 5.1: Effectiveness of Training on NGO Supervisors**

Indicators/Trainings	SHG	Gender	Participatory	Agriculture	Average
Duration	6	8	6	7	6
Training Method	8	8	8	8	8
Trainers	9	8	9	8	8
Training Literature	7	8	7	8	7
Fooding	9	8	9	8	8
Lodging	7	8	7	7	7
Average	8	8	8	8	8

Sources: Surveyed data from selected villages

#### 5.1.5 ASSISTANT MANAGER

Assistant Managers are another category of important field level staff for assisting the villagers in the activities of reclamation, crop production, input application and other farm related activities. However, we have surveyed 21 assistant managers in all the nine districts on various issues of training provided to them. It is observed that most of the field level staffs are aware about the objectives of the project as well as the role and responsibility of their respective activities. Most of the assistant managers have the knowledge on process of the sodic reclamation, knowledge of technology and inputs applications, encouragement and implementation of work in time to the farmers, creating awareness on participatory and credit. However, UPBSN has provided them various kinds of training such as agriculture and sodic reclamation, crop cutting, vermi-compost, horticulture, core team, SHG and others at SIMA, MYRADA, CSSRI etc. However, the overall effectiveness of all the training/exposure visits has been assessed by taking into account of some indicators for all the assistant managers.

It is observed that the effectiveness of all types of training provided to the assistant managers is found to be satisfactory (Table 5.2). Some of the training, viz., agriculture and sodic reclamation, vermi-compost, SHG and other category are found to be better. So far as duration,

training methods, trainers are concerned, it is found to be better in all types of trainings. However, the literature, lodging and fooding of the trainings are concerned; it is found to be lower than that average score of all types of trainings. Some of the new awareness on issues such as sodic reclamation, horticulture, soil testing, animal husbandry, dairy and formation of SHG have been gained by the assistant managers. However, most of them have suggested for enhancing the duration and frequency, more practical oriented trained programmes and providing literature etc.

**Table 5.2: Effectiveness of Training on Assistant Managers**

Indicators/ Trainings	Crop Cutting	Horticulture	Vermi-Compost	SHG	Agriculture	Core Team	Others	Average
Duration	8	7	9	8	7	7	7	8
Training Method	8	6	8	8	7	7	8	7
Quality of trainers	8	7	7	9	8	7	8	8
Training literature	6	5	7	8	6	6	7	6
Fooding	5	5	6	8	7	6	8	6
Lodging	3	4	8	8	6	6	7	6
Average	6	6	7	8	7	6	8	7

Sources: Surveyed data from selected villages

## 5.2 UPBSN HEAD QUARTER

UPSLRP II is a multidisciplinary project. Accordingly functional specialists of various stream like Agriculture, Horticulture, Drainage, Minor Irrigation, Roads, Credit, Participation, Training, Monitoring and Evaluation, Finance, Administration, Personnel, Media, Procurement, Management Information System, Marketing and ground Water etc supported by junior level Staff like executives, deputy managers and office staff are placed to guide, facilitate, supervise the project activities. To build their capacities extensive training interventions have been organised.

To assess the effectiveness of training interventions for these functionaries a sample of nine officers, thirteen junior level staff and five office staff are asked to articulate competencies, which are required to perform their role and responsibilities effectively. They are further asked to give their opinion on various trainings organised for them on the basis of parameters such as quality of speakers, coverage of theme, methodology of training and quality of infrastructure. Perceptions of functionaries on adequacy and appropriateness of training need assessment, training plans, monitoring and follow-up mechanism of training and suggestions for improvement were also sought.

In case of officers it has been found that in most of the cases core competencies required to perform particular role and responsibilities have been taken care of through training interventions.

Additionally, trainings on various aspects have also been organised for most of the officers to enhance process and managerial skills. All trainings (33 types of trainings) organised for these officers have been rated on parameters mentioned above as excellent/good except one training on Decision Making by Leadership Training Institute, Lucknow. In few cases, it has been found that a particular competency essential to perform a particular role has not been addressed, e.g., mass communication for Media Executive, Agriculture Marketing for Senior Manager/Manager Marketing. Out of nine officers, only three have undergone Induction/ orientation training at the time of joining the project.

Similarly in case of junior level staff, it has been found that in most of the cases core competencies required to perform particular role and responsibilities have been addressed through training interventions. In addition trainings on various aspects have also been organised for most of the Deputy Managers/Executives to enhance process skills. All trainings (47 types of training) organised for these staff have been rated on parameters mentioned above as excellent/good except training on Oracle by Brains Computers, Lucknow, XML by Tata InfoTech and Manpower Information System by IAMRC, New Delhi. In few cases, it has been found that either a particular competency essential to perform a particular role has not been addressed, e.g., World Bank Procurement Procedures for Deputy Manager (Procurement) or no training has been organised for particular functionaries, e.g., Deputy Manager (Training) and Deputy Manager (System) in Credit Cell.

In case of office staff, it has been found that competencies required to perform their role and responsibilities have been adequately addressed. All trainings (nineteen types trainings) organised for these staff have been rated as excellent/good by them.

Following suggestions were given by above officers and staff for improving the effectiveness of training.

- Improvement in Training Need Assessment: It should take into account essential competencies required and training needs which have already been addressed for each level of functionaries.
- Planning and Monitoring of training in respect of TNA.
- Follow-up mechanism needs to be evolved.

### 5.3 LINE DEPARTMENTS

In UPSLRP-II, various line departments are working hand in hand with UPBSN to achieve the objective of the projects. Accordingly, Uttar Pradesh Council of Agriculture Research



(UPCAR), Remote Sensing Application Center (RSAC), Uttar Pradesh Public Works Department (U.P.P.W.D), Irrigation Department (I.D.), Department of Agriculture (DOA), Department of Panchayat Raj (DPR) have been assigned the work of Adaptive Research, Sodic area identification through satellite imagery and environmental monitoring, Construction of rural roads, Drainage improvement, Agriculture extension and construction of Panchayat Bhawans respectively.

To build the capacities of staff working for UPSLRP-II, above line departments have organized need based trainings. These departments were asked provide their opinion about effectiveness of the trainings organised by them.

**UPCAR:** Seven type of training were organised from 2001 to 2005, in which 115 official nominated by UPCAR participated. All the trainings were rated as good.

**RSAC:** Thirteen type of training were organised from 1999 to 2005, in which 33 official nominated by RSAC participated. All the trainings were rated as excellent.

**UPPWD:** Four types of trainings were organised, in which 305 official/staff nominated by UPPWD participated in year 2002-03 and 2003-04 only. All the trainings were rated as excellent.

**DPR:** Trainings on strengthening of PRIs was organised for 12647 members of elected panchayat representatives and panchayat functionaries in year 2001-02 only. These trainings were rated as satisfactory.

**Irrigation Department:** Trainings on computer and accounting system were organised form 2000-01 to 2003-04. All the trainings were rated as good.

**DOA:** Though no training were organised by Department of Agriculture for its functionaries, yet various activities were undertaken by the department for UPBSN project.

- One day workshop was organised in the entire project for Kishan Sahayak by the department.
- One day conversion workshop at HQ was organised.
- One day conversion workshop are being organised at PMU level.
- Crop cutting one training to the field staff at the BSN office.
- IPM demonstration at different places was also organised.
- Demonstration of various crops.

#### 5.4 TRAINING INSTITUTES

The supply side of the training intervention has been played crucial role for achieving the objective of the project. However, various training institutes at the block/ districts/ head quarter level provide training to members of core team, MK/MMK, representatives of SHGs,

Micro Enterprises and on various subjects, viz., agriculture, horticulture, animal husbandry and income generating activities for sustainable productivity and income of the beneficiaries at the village level. In order to assess the effectiveness of training provided to the beneficiaries, it is also necessary to have some level of focus on the training institutes.

**Table 5.3: Details about Training Institutes**

Districts	Name of the Training Institutes	Resources Persons	Subjects	Training
Aligarh	Krishi Vigyan Kendra (KVK)	6	Agronomy, Horticulture, Soil Science, Dairy, Home Science Plant Protection	Core Team, MK/MMK
Allahabad	Krishi Vigyan Kendra (KVK), Allahabad.	6	Horticulture, Animal Science, Agriculture Extension, Agronomy and Home Science	Agriculture, Micro Enterprises, MK/MMK, Animators and Master Trainers
Azamgarh	Krishi Vigyan Kendra (KVK), Azamgarh.	7	Agriculture, Animal Husbandry, Horticulture, Soil Science, Floriculture etc.	Hired by UPBSN as Resources Persons.
Etah	No Training Institute visited	-----	-----	-----
Etawah	Regional Institute for Rural Development (RIRD), Bakewar	4	Horticulture, Animal Science, Agriculture Extension, Agronomy	Core team
Fatehpur	District Institute of Rural Development, DIRD	4	Agriculture Extension, Agronomy, Soil Science Home Science.	OFD, Paddeputy, Wheat, Core Team, MK/MMK.
Hardoi (Sandila)	Krishi Gyan Kendra (KVK)	4	Agronomy, Agricultural Extension, Training Assistant.	Core Team, Mk/MMK, Pump Set, Animal Husbandry.
Rae Bareli	Krishi Vigyan Kendra (KVK)	6	Plant Protection, Horticulture, Animal Science, Agriculture Extension, Agronomy, Home Science	Core Team, MK/MMK, Tailoring, Food Processing, Goatery etc.
Sultanpur	Kamala Nehru Krishi Vigyan Kendra, Sultanpur	10	Plant Protection, Horticulture, Animal Science, Agriculture Extension, Agronomy, Home Science, Soil Science etc.	Income Generating Activity, Animal Husbandry, Agriculture, Horticulture, Pump set and Boring, OFD.

Source: Survey Data from Training Institutes

Under this circumstance, we have visited atleast one training institute in each district during the survey period (except Etah). However, some degree of effectiveness of the training provided by these institutes has been judged by taking into account of assessing the availability of infrastructure and other training resources, process of preparation of training content, methodology of training, duration, feedback mechanism of the trainees and reporting of the feed back to the UPBSN etc. The following steps contribute partial information on the training institutes.

#### **Orientation about the Project**

All of the training institutes mentioned above are well oriented about the objectives, concepts, nature of work under the project. Within the availability of resource persons,

infrastructure and other facilities, all of the training institutes have done tremendous work for providing successful training to the beneficiaries.

### **Infrastructure and Other Training Resources**

In most of the cases, there has been own residential campus, class room and own resource persons. However, the concerned training institute hires the resource persons based on the requirement for providing training to the stakeholders of the UPBSN in some cases. In addition, when UPBSN organize the training out of the premise of training institutes, it hires the resource persons of training institutes as per the requirement.

### **Training Contents and Methodology**

The finalization of the training contents and duration of the training provided to the stakeholders of the UPBSN at various training institutes, viz., KVK, RIRD, KGK and DIRD are mainly decided by the UPBSN. However, incase of any updating and changing of the structure of the content, which is normally done by the concerned training institute in consultation with the UPBSN. It has been observed that the methodology of teaching is both orally and practically. In some cases, the lecture is also provided along with video and different pictures. The fees charge by the respective institute is normally negotiable with the UPBSN. However, the literature provided to the stake holder is prepared by the concerned institute.

### **Feedback Mechanism**

In some of the cases, the feed back mechanism has been undertaken in the form of one question paper on the taught subjects. However, there has been substantial evidence for the application of the feedbacks by the concerned training institute (except KGK, Hardoi) or UPBSN.

### **Reporting of Feedback**

In most of the cases, there has been written reporting of the feedback by the concerned institute to the UPBSN along with providing the utilization certificate of the funds provided by the UPBSN. It is significantly recognized that KGK, Hardoi sends the detailed report after inserting the feedbacks to the UPBSN.

### **Effectiveness of Training Institutes**

The assessment of effectiveness of training institute is another important area of concern. However, we incorporated some of the important training institutes, which provide training to various stake holders on agriculture development, soil testing, food processing, marketing, bee

keeping, animal husbandry, boring, pump set, health, group management and many more. However, it is observed that the effectiveness of KVK/RIRD is highest, i.e., 10 out of 10 considering all the 7 indicators (Table 5.4). Similarly, the effectiveness of all the training institutes such as PCDF, CIMAP, SIMA, AWARD, IED and Horticulture department are highly satisfactory as the score varies around 8 to 9.

**Table 5.4: Effectiveness of Some of the Important Training Institutes**

Indicators/ Institutes	PCDF, Lucknow	AWARD Kanpur	SIMA, Lucknow	Horticulture Department	IED, Lucknow	RIRD/ KVK	CIMAP, Lucknow
Duration	10	7	8	8	8	10	8
Method of Training	10	8	10	10	8	9	10
Trainers	9	8	10	10	9	10	7
Literature	6	5	6	6	4	8	--
Fooding	7	10	9	9	9	10	10
Lodging	8	10	7	5	7	10	10
Place of training	9	10	9	10	7	10	10
Average	8	8	8	8	7	10	9

Source: Field Survey

## SUMMARY

This chapter deals with the assessment of effectiveness of training imparted by the staff of UPBSN at headquarter and district level, staff of line departments, NGO staff as well as various training institutes. It is observed that most of Project Managers have under gone training on project management, general administration, micro finance and participation at IIM, Bangalore, IMDUP, Lucknow, CFTRI, Lucknow and the effectiveness of training/ exposure visits found highly satisfactory. Most of Deputy Managers have been imparted training on the subjects of agriculture, horticulture, participation such as OFD, survey and planning etc at SIMA, Lucknow, CSSRI, Karnal and the over all effectiveness of training/exposure visit observed satisfactory. It may revealed that most of PC/DC have undergone training on agriculture, SHG, participatory management and the effectiveness of the training/refresher course/exposure visit imparted to them is observed highly satisfactory. However, the effectiveness of the training can make better off by enhancing the duration, frequency and initiation of follow up as suggested by them. The overall effectiveness of all the training/exposure visits imparted by TCO and NGO accountants has been found highly satisfactory. It is observed that most of the field level staffs (both NGO supervisors and AM) are aware about the objectives of the project as well as the role and responsibility of their respective primary and secondary activities. However, UPBSN has provided them various kinds of training such as issues on gender and women awareness, participatory training, SHGs and cluster,

agriculture, sodic reclamation, vermi-compost etc. The overall effectiveness of the entire training/exposure visit has been assessed very much satisfactory. The overall effectiveness of the training institute has been observed satisfactory. However, most of institutes are well oriented about the project, having satisfactory level of infrastructure, negotiable dealing with BSN while preparing contents, duration and fee. On the other hand, there has not been substantial evidence for the application of the feedbacks and reporting to the UPBSN by most of the institutes. To assess the effectiveness of training interventions for these functionaries at the Head Quarter, we have interacted with 27 officials. In case of senior officials, all the trainings organised for these officers have been rated excellent/good except one. Moreover, it is observed that a particular competency essential to perform a particular role has not been addressed for mass communication for Media Executive, Agriculture Marketing for Senior Manager/Manager Marketing. In case of junior level staff, it has been found that in most of the cases core competencies required to perform particular role and responsibilities have been addressed through training interventions. All trainings organised for these staff have been rated as excellent/good except training on Oracle by Brains Computers, Lucknow, XML by Tata InfoTech and Manpower Information System by IAMRC, New Delhi. In case of office staff, it has been found that competencies required to perform their role. In case of line departments, all the training organised by UPCAR, RSAC, PWD, DPR, ID have been found excellent/ satisfactory. However, though DOA has not organised trainings, yet carried out various activity such as organizing workshop for Kishan Sahayak, conversion workshop at HQ and PM level, performing crop cutting and demonstrating IPM etc.



## CHAPTER 6

### SUMMARY AND RECOMMENDATIONS

#### 6.0 MAIN FINDINGS

Based on the objectives, key tasks and methodology, the study revealed some of the important observations, which are as follows.

1. The chapter on "Review of Training Strategy, Structure, Institution and Methodology", clearly reveals that the project has in depth plans, objectives and effective and efficient mechanism for its implementations.
  - (a) The strategy of the project is based on the focus of training to be on farmers and grass-root field staff of UPBSN & NGOs, local training Institution like KVK/KGK/RIRD/DIRD etc to be used for training, best practitioners among farmers, UPBSN and NGOs field staff having potential and aptitude to be trained in trainers' mode and used as local level trainers.
  - (b) The structure of the training has been four level, viz., (i) Headquarter Level, (ii) District Level, (iii) Village Level and (iv) Exposure Visits. This structure has been cross checked in this study starting from top to bottom level.
  - (c) The project has well defined guidelines for selection of training institutions at the district level such as availability of training infrastructure, availability of resource persons, past experience, willingness of institution to organize training matching with time specific schedule of UPBSN.
  - (d) UPSLR-II has also adopted/modified various modules and identified new modules suitable to the project.
  - (e) It is also observed that the UPBSN has adopted various methods such as Appreciative Planning and Action, SARAR, Icebreaking Exercise, which are important for carrying out the exercise effectively. Various satisfactory tools are adopted for UPBSN and NGO staffs as well as Farmers at the village level for providing training in various subjects.
  - (f) Moreover proper monitoring and evaluation mechanism has been developed for the project. Each training event for grass root field staff and farmers is followed by feedback session in which participants judge the effectiveness/usefulness of training contents, methodology, trainers, aids/literature and infrastructure. Impact assessment of training at

farmers and staff level is done by external monitoring & evaluation agency, viz., WAPCOS, internal team visits and visits of zonal officer at a regular interval.

2. The chapter on assessment of the "Effectiveness and Impact of Training on Beneficiaries at Village Level", reveals satisfactory results in most of the cases.
  - (a) It is observed that the effectiveness of exposure visits imparted to both male and female beneficiaries are highly beneficial. Importantly, nearly 96 percent of the total male beneficiaries are benefited highly, whereas 100 percent of the female beneficiaries are also highly benefited.
  - (b) Similarly, the effectiveness of trainings provided on various subjects to the core team members observed highly satisfactory in all the selected nine districts. The effectiveness of training on wheat is highest followed by dhaincha, other category, paddy, land reclamation and agriculture.
  - (c) There are 8 important means/tools are used for the dissemination of knowledge at the village level for development of awareness and productivity. It is observed that SIC is the most effective means for acquiring knowledge followed by cultural party, bhumitra patrika, flip chart, awareness campaign, field day and impact point
  - (d) The impact of training on participatory process, technology use and institutions are highly satisfactory in all districts except few cases. The response on participatory processes portrays nearly 76 percent of the total sample size have the sound knowledge on this aspect. The awareness on various stages of participatory process in the districts of Fatehpur is highest, where as it is lowest in Azamgarh district.
  - (e) The response on technology portrays that 87 percent of the respondents are aware about the use of various reclamation related inputs. The awareness on application of various technologies during reclamation and post-reclamation period of reclamation is highest in the district of Aligarh, where as it is lowest in Azamgarh district.
  - (f) The response on institutions portrays that 73 percent are aware about the selection and function of the key individual/institutions. The awareness on selection and function of various individuals and institutions is highest in the unit of Etawah, where as it is lowest in Azamgarh.
  - (g) Similarly, the knowledge of MK and MMK on the three aspects found to be satisfactory and equal.
  - (h) In toto, this part of the study shows satisfactory result in all the aspects except the involvement of women at SIC and functions of the MMK. Moreover, the involvement and

function of women at SIC and activity of the project is quite higher than that of the panchayat raj system as mentioned in other study.

- (i) The impact of training on production shows the productivity of paddy is 31 quintal per hectare in the post reclamation situation, which is 160 percent higher than that of pre-reclamation period in all the selected nine districts. The productivity of paddy in the post reclamation situation is highest in district in Allahabad, it is lowest in Azamgarh.
  - (j) The productivity of wheat is 22.35 quintal per hectare in the post reclamation situation, which is 114 percent higher than that of pre-reclamation period in all the selected nine districts.
  - (k) It is observed that the productivity in the reclaimed sodic land has been drastically increased above and over to that of pre reclamation situation. Moreover, the production has been very high in most of the places except few cases. This has been resulted due to existence of sodic patches in some cases, scanty rainfall, and depletion of ground water table and costliness of ground water irrigation.
  - (l) Animators are one of the important categories of beneficiaries, who are highly benefited through the project. It is found that nearly, 80 percent of the trained animators are able to earn with an average annual income of Rs. 13, 000.
  - (m) Most importantly, the level of awareness generated through various training interventions has direct relationship on productivity. In other words, higher the level of awareness has percolated higher the level of productivity and vice-versa.
3. The chapter on "Institutional Capacity Building of the Beneficiaries", observed that significant initiatives have been carried out to maximize the partnership and linkages of farmers, especially women with activities of sodic land reclamation through organizing them into SHG's in project villages and further strengthening the institutional capacity building of SHG's through formation of clusters of the SHG's.
- (a) The clusters have been contributing a major role in linking SHG's with commercial banks for getting credit for establishing potential income generating activities, coordination for exchange of credit among SHG's and providing knowledge for their properly functioning. The clusters were mainly formed by women beneficiaries. Average number of SHG's per cluster were ranging from 5 to 16. Annually the clusters have been collecting membership fees at the rate ranging between from Rs. 100 to Rs. 600 from their member SHG's.
  - (b) The training program have been frequently organized for clusters for providing fundamental knowledge about their objectives, scope, coverage and role for three to five days with the help of different training institutes. The training for expansion of various

income generating activities were also organized for overall development and empowerment of women so as to achieve sustainable development of both SHG's and Clusters surveyed. All the heads of clusters had availed the training for group management and its objectives which lasted for the duration of 2 to 7 days.

- (c) Regarding the effectiveness of various trainings, the beneficiaries had provided 7.67 points in favor of training availed for clusters and group management, 8 points on training of income generating activities and full points on the facilities of fooding, lodging and infrastructure development at the places of training, through relatively low marks were given for training methods and duration of time allocated for each subjects of training. The beneficiaries had recommended for initiating training in new areas like awareness programme for promoting girls education and more focus on expansion of various local area specific potential income generating activities. suggestion were also made for organizing different training programmes at the FFS level with longer duration of training and priority to practical aspects of training and more opportunities for exposure visits.
- (d) Significant initiatives were also undertaken to organize the women through formation of SHG's for achieving their social and economic empowerment. A total of 46 SHG's were also covered from different project villages. The SHG's has achieved a remarkable progress in their sustainable development through regularly collection of savings from the part of members and its disbursement among the women members for establishing various income generating activities, linking of SHG's with the financial institutions for availing credit facilities, and undertaking various welfare activities and implementation of different development programs in the interest of women in project villages. The direct impact of formation of SHG's has been visualized in terms of increasing literacy rate among the members of SHG's, remarkable participation of women in promoting girl education, implementation of mid-day meal programme at primary school level and child, old aged women and window programmes, Sarva Shiksha Abhiyan, plantation of trees and subject related to environmental protection and initiating movement against several social evils.
- (e) Different subjects of training extended to the women have quite effective in favor of successfully functioning of SHG's as none of the women representatives of SHG's were reported facing any problem in functional matter of SHG's. The credit institutions were not only maintaining the cordial relationship in providing credit facilities but they are equally assisting and providing knowledge for financial and accounts management. The women beneficiaries were also given the opportunities of making exposure visits outside their

villages which had additionally contributed the knowledge for management of SHG's, opting the establishment of different income generating activities and participating in different social welfare activities among the women beneficiaries.

- (f) Capacity building of women for strengthening social and economic empowerment have been achieved through dissemination of training and knowledge for starting different income generating activities by various institutions such as KVK, RIRD, Department of Horticulture and Fruit Processing, Institute of Entrepreneur Development and NGO's. A sizable proportion of women have also been benefited in acquiring knowledge for strengthening the functioning of enterprises by making exposure visits outside state. Main micro enterprises expanded so far are included as shops, diary related products, fishing, poultry, tailoring, flour mills, teddy bear making etc. The savings accumulated in the SHG's and bank credit were noted as the prime source for funding the initial establishment of a majority of micro enterprises. The micro enterprises are expected would be quite sustainable in the near future as the heads of different enterprises were generating very high amount of income from them. Annual net income per enterprise being originated as accounted for Rs. 41 thousand. Infact it accounted as highest at Rs. 98 thousand in Hardoi followed by Rs. 72 thousand in Fatehpur and Rs. 60 thousand in Allahabad. Even, the income level of beneficiaries after establishing present enterprise has increased over 5 folds; in fact it has gone up to the extent of twelve and thirteen folds in Fatehpur and Aligarh.
- (g) The contribution of FFS in addressing key issues effecting the sustainability of project in matters related to dissemination of knowledge of technological know-how, use of various agricultural inputs, providing knowledge for drainage maintenance etc. capacity building of master trainers clusters and SHG's and establishing linkages of FFS and clusters with different public and private institutions and with saving groups and different income generating activities have been revealed very remarkable in project districts. Similarly the master trainers were contributing very appreciable role in dissemination of knowledge of subject related to boring and pumpset, health, group management, credit management, animal husbandry, fishery, soil testing and agricultural technology know-how to the beneficiaries. FFS were also equipped with the availability of different training materials, sufficient number of different subjects of master trainers etc. It was noted that the different subjects of training and knowledge is disseminated to the beneficiaries have been quite effective in view of its understanding, application and sustainability aspects. Out of ten



points the beneficiaries have provided 8 to 10 points in favor of the total effectiveness of different subjects of trainings which they had availed from different training institutions.

4. The chapter on Assessment on "Effectiveness of Training at the District and Headquarter Level", deals with focusing on staff of UPBSN at headquarter and district level, staff of line departments, NGO staff as well as various training institutes.
  - (a) It is observed that most of Project Managers have undergone training on project management, general administration, micro finance and participation at IIM, Bangalore, IMDUP, Lucknow, CFTRI, Lucknow and the effectiveness of training/ exposure visits found highly satisfactory.
  - (b) Most of Deputy Managers have been imparted training on the subjects of agriculture, horticulture, participation such as OFD, survey and planning etc at SIMA, Lucknow, CSSRI, Karnal and the overall effectiveness of training/exposure visit observed satisfactory.
  - (c) It may be revealed that most of PC/DC have undergone training on agriculture, SHG, participatory management and the effectiveness of the training/refresher course/exposure visit imparted to them is observed highly satisfactory. However, the effectiveness of the training can be made better off by enhancing the duration, frequency and initiation of follow up as suggested by them.
  - (d) The overall effectiveness of all the training/exposure visits imparted by TCO and NGO accountants has been found highly satisfactory.
  - (e) It is observed that both NGO supervisors and AM are aware about the objectives of the project as well as the role and responsibility of their respective primary and secondary activities. However, UPBSN has provided them various kinds of training such as issues on gender and women awareness, participatory training, SHGs and cluster, agriculture, sodic reclamation, vermi-compost etc. The overall effectiveness of the entire training/exposure visit has been assessed very much satisfactory.
  - (f) The overall effectiveness of the training institute has been observed satisfactory. However, most of institutes are well oriented about the project, having satisfactory level of infrastructure, negotiable dealing with BSN while preparing contents, duration and fee. On the other hand, there has not been substantial evidence for the application of the feedbacks and reporting to the UPBSN by most of the institutes.
  - (g) The effectiveness of training interventions for senior officials at UPBSN, all the trainings organised for these officers have been rated excellent/good except one. Moreover, it is observed that a particular competency essential to perform a particular role has not been

addressed for mass communication for Media Executive, Agriculture Marketing for Senior Manager/Manager Marketing.

- (h) The effectiveness of training interventions for junior level officials at UPBSN found that in most of the cases core competencies required to perform particular role and responsibilities have been addressed through training interventions. All trainings organised for these staff have been rated as excellent/good except training on Oracle by Brains Computers, Lucknow, XML by Tata InfoTech and Manpower Information System by IAMRC, New Delhi.
- (i) In case of office staff, it has been found that competencies required to perform their role.
- (j) In case of line departments, all the training organised by UPCAR, RSAC, PWD, DPR, ID have been found excellent/ satisfactory. However, though DOA has not organised trainings, yet carried out various activity such as organizing workshop for Kishan Sahayak, conversion workshop at HQ and PM level, performing crop cutting and demonstrating IPM etc.

## 6.1 RECCOMENDATIONS

1. Our observations confirm that the application of organic manure is the most effective step for sustainability of the reclamation. Moreover, our study also confirms that 76 percent of the respondents have been applying the organic manure without mentioning the intensity of the organic manure. This step can be enhanced by further campaign.
2. Increasing Emphasis should be provided for initiating training in particular for expansion of various areas specific potential income generating activities. In this context, firstly, the identification of certain such potential activity which expansion would establish wide ranging backward and forward development linkages. Secondly, the clusters and SHGs could be motivated for adopting this identified economic activities with organizing particular activity based training programmes for a sufficient duration.
3. A sufficient number of SHGs were involved in mid-day meal programme in the form of only cooking food and its distribution among the children at primary school. It would be more meaningful to provide whole responsibility of processing every food products and its supply and distribution in different primary school. If possible, the arrangement of supply of same products of the canteens of district level, Government Department could be ensured as it is proposed in Aligarh.
4. Marketing network and its linkages for selling goods and articles as manufactured by IGA should be appropriately developed for ensuring their sustainability.

5. The training programmes for IGA should be organised either among the clusters of the project villages or at FFS level.
6. The training on the subjects of undertaking various social and environmental awareness programmes should be maximized.
7. Exposure visits of beneficiaries for assessing their successfully functioning of SHGs and IGA being operates out side project villages should be frequently organised.
8. More emphasis should provide on practical aspects rather than class room lectures of training methodology in respect to different subjects.
9. Improvement in Training Need Assessment: Two step mechanism can be developed to minimize the inconsistency between training need and actual training. There is need for proper planning and monitoring of training in respect of training need assessment and follow-up mechanism needs to be evolved subsequently.
10. The general impression from the field observations portrays that the productivity has been increased tremendously above and over the pre-reclamation situations. However, the expressions from the farmers in broadly can be revealed that in case of existence of sodic patches or low productivity is mainly due to shortage/scarcity of water. This is further aggravating the situation by depletion of ground water and increase the cost of irrigation, which affects most of the small and marginal farmers to continue the cultivation. This situation can be checked, when proper development of recharge mechanism for traditional water bodies at the village level takes place. In addition, subsidised water to the marginal, small land holders can help at a better rate for higher and sustainable production.
11. Our field observation portrays that gypsum has not been provided for patch treatment, as many of the farmers claimed. Moreover, the availability of gypsum in the open market is scanty and costly, which is not affordable by most of the farmers. Hence, there is need for development of proper distribution mechanism and increase the supply of gypsum for patch treatment.

## ANNEXURES

## ANNEXURE 1.1

**UP Bhumi Sudhar Nigam  
UP Sodic Land Reclamation Project-II  
Terms of Reference**

**SUBJECT OF STUDY: Evaluate the impact and effectiveness of training and capacity building activities undertaken under the project. (CREDIT NO: CR 3152 IN)**

**1. BACKGROUND**

- Uttar Pradesh Bhumi Sudhar Nigam (UPBSN.) is implementing World Bank assisted Sodic Land Reclamation II Project in 22 Districts of U.P. One of the major objectives of the project has been "Poverty alleviation through sustainable reclamation of sodic lands, and prevention of further increase in sodicity" in the selected districts. The project had set the target of reclaiming 1,50,000 hectares of sodic lands benefiting 3,75,000 farm families. The project has been implemented in 3591 village with the participation of beneficiaries and line agencies like PWD, Irrigation Department, RSAC, Department of Panchayat Raj, UPCAR, and Department of Agriculture. Almost 92% of the beneficiaries covered under the project are marginal and small farmers, and 80% belong to SC/ST and OBC categories. A substantial proportion of beneficiaries are erstwhile landless farmers, to which barren sodic lands were allotted through the Project intervention. Similarly project also facilitated in giving possession of the lands to earlier allottees. Hence, the project covers a wide range of beneficiaries from the poor and socially disadvantaged groups, and this offers the challenge to the project in realization and long-term sustenance of the benefits accrued under the project. Besides, a number of training programs have been organized in the project at different levels for carrying out the various activities of the project. Thus the human resource development and capacity building at different levels is the integral part of the project to provide the essential knowledge in development and implementation of various activities of the project. The line departments are also playing a critical role and have implemented the training programs to enhance the capacity building by providing the best performance in the project activities. A framework for HRD and capacity building has been formulated. A brief about the framework has been presented in **Attachment-I**
- Success of a project considerably depends upon the quality of human resource of staff and officers of the UPBSN, line agencies and NGOs, it is dealing with, hence it is utmost important to initiate training process, so that all actors of a project get the opportunity to enhance their knowledge, skills and attitudes to such a level where they can perform their duties effectively and efficiently. The strengthening of the implementing agency with NGO's and all Government line agencies is must for the success of the project. This component of the project emphasizes on staff training and institutional strengthening in the Panchayats, NGOs and executing government agencies supporting the project's main activities i.e. land reclamation and on-farm development. Provision of training was made for **staff of UPBSN, NGOs, ID, PWD, DOA, RSAC, UPCAR and Panchayat Raj. UPBSN staff training** has emphasized on participatory methods in project management, including local training for field staff on management, administration, computers, design



and investigations, construction supervision, contract management, public awareness campaigns etc.

- Project's **human resource development and institutional capacity building plan** as envisaged in the Project Appraisal Document is schematically summarized in the following table:

Institution /agency	Staff Training	Exposure Visits	Fields Visits	Office Goods/ Equipment	Vehicles	Buildings
Panchayats	♦	♦				♦
UPBSN	♦	♦	♦	♦		
NGOs	♦	♦		♦		
Line Dept.	♦	♦				
Irrigation Dept.	♦			♦	♦	
PWD	♦			♦		
DOA	♦			♦		
RASC	♦		♦			
Support Services						
Adaptive Research Trg.	♦					
Local Credit Services	♦	♦		♦	♦	

- The Human Resource Development was carried out at all the levels under the UPSLR-II Project. The need arises now to assess the impact of these programs and also to evaluate the effectiveness of the strategy developed for conducting these programs. This will not only be a learning lesson for the project and other similar projects but will also prove beneficial for preparing the follow-on project being proposed by UPBSN.

## 2. OBJECTIVE OF THE STUDY

The proposed study has the following main objectives:

- Evaluate the effectiveness of capacity building strategy.
- Evaluate the impacts of various types of trainings/ exposure visits / workshops organized for the participating families by UPBSN.
- Evaluate the impact of training programs for staff/officers/NGOs organized by UPBSN / PWD / ID / RSAC / UPCAR / DPR / DOA
- Assess the effectiveness of training Institutes involved in training programs at different levels like HQ/District/Village.

## 3. KEY TASKS OF THE ASSIGNMENT:

- Document the strategy followed, including periodic needs assessment; kinds of training; mechanism for identifying training agencies and negotiating with them; mechanism for impact assessment etc.
- Evaluate the impact and effectiveness of various methods of capacity building – trainings, exposure visits, workshops, study tours etc.
- Evaluate on a sample basis impact of capacity building measures with respect to different stakeholders – communities, field staff, district staff, State level staff of UPBSN and other departments in terms of better understanding of project or better understanding of the technology, participatory model, roles, responsibilities etc.

- Evaluate the effectiveness of capacity building programs organized by different agencies – Irrigation Department, Agriculture Department, UPCAR, UPBSN, etc.
- Quality and effectiveness of the training agencies contracted and the reasons for the results.
- Evaluate the training assessments & capacity-building interventions carried out under the project with regard to developing the capacities of partner NGOs, through assessing the impacts of trainings/workshops/exposure visits organized for NGO functionaries.
- Evaluate the effectiveness of various training aids like Bhumitra, Impact Points, A-V aids, Folk Media, Training Modules on awareness-campaign, technical-diary, flip-chart etc in developing the capacities of farmers as well as project functionaries.
- Identify issues/gaps/areas requiring further attention in order to accomplish the project's objectives in terms of training.

#### 4. METHODOLOGY

##### 4.1 Beneficiaries training:

The study would be conducted in 27 villages of 9 randomly selected project districts, three each from eastern, western and central regions of UP. The villages should be selected on the basis of stratified sampling considering the following criteria:

- The village should preferably have a Farmer Field School (FFS) or should be linked with the FFS.

OR

- The village should have cluster (**Cluster is a network of 5-15 WSHGs network together to address social, economic, political & environmental issues affecting the life of group members to improve their standard of living through common effort.**) and
- The sample of villages should be representative of all project years so that all the 27 villages should be from all project years from PY1 to PY7.

##### 4.2 Staff training:

For evaluating the staff training the PMU of the districts can be considered for study which has been selected for beneficiaries training.

The assessment should be based on agriculture and allied fields as well as social development training programs based on long term effects. The sampling design and approach will be finalized in consultation with UPBSN. The details of the training programs can be collected from UPBSN.

##### 4.3 SUGGESTED METHODS AND TOOLS:

- **Desk review and discussion with project functionaries**-Relevant secondary information to understand the project in terms of framework, methodology, approach, components and sub-components, implementation strategy, etc. should be collected and discussed with the client.
- Individual interview method approach should be adopted for special types of trainings.
- Focused group discussion approach should be adopted for beneficiaries' trainings.
- **Case studies** reflecting on strengths and weaknesses of various trainings in varying situations and different stages of the project. Case studies will reflect on outputs/outcomes related to the processes.

## 5. SCHEDULE FOR COMPLETION OF TASKS

The schedule for study would be as follows:

- Submission of inception report within 10 day's of signing of contract
- Field visits and discussions - 65 days
- Presentation and submission of draft report - 10 days
- Submission of final report - 10 days

**The total time for completion the study - 95 days**

## 6. DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

UPBSN would provide all relevant project related data to the client from the HQ and project manager units. UPBSN would also facilitate the client for accessing the relevant information, places and free interaction with relevant beneficiaries and the staff of line departments.

## 7. OUTPUTS/REPORTS TO BE PROVIDED BY THE CONSULTANT

- Subsequent to the acceptance of the assignment the consultant will submit an inception report. The inception report will include work plan, detailed survey design and evaluation methodology for the entire study.
- 3 copies of a comprehensive draft report will be submitted to the Review Committee at UPBSN and a presentation should be made on the same by the consultant. The Committee will review the draft report and make the comments available to the consultant.
- Based on the comments made by the committee, the consultant will revise and submit the final report (in 3 hard copies and soft copies both) to the client.

## 8. COMPOSITION OF REVIEW AND APPROVAL COMMITTEE TO MONITOR CONSULTANT'S WORK

The management of UPBSN has constituted an internal review committee comprising of Managing Director, Joint Managing Director, General Manager (Trg), Senior Manager (Trg), Advisor (PMC), Senior Manager (Mkt), Adv (Credit) & Media Executive for the reviewing of the work.

## 9. PROCEDURE FOR REVIEW OF INCEPTION, DRAFT AND FINAL REPORTS

- 9.1 The consultant will submit an inception report after accepting the assignment as per schedule.
- 9.2 The three copies of comprehensive draft report would be submitted to the Committee and the consultant would make a presentation of the draft report before the review committee of UPBSN. The review committee would give the comments and suggestions for improvement and refinement of the report.
- 9.3 The consultant shall incorporate the comments and suggestions of the review committee within stipulated timeframe and submit the final report (**Three in hard and soft copy**) to UPBSN. The consultant should also make a presentation of the report before review committee for final acceptance.

# **10. LIST OF KEY PROFESSIONAL POSITIONS WHOSE CV AND EXPERIENCE WOULD BE EVALUATED:**

The team should comprise of the following professionals having relevant experience of at least 8 years:

- (i) HRD/Training (having experience in training audit) Specialist
- (ii) Sociology and Rural Development Specialist who can evaluate the issues related to participatory management, participatory evaluation, impact assessments, gender etc.
- (ii) Economist, who can carry out economic analysis and evaluate other impacts of training and capacity building programs.

## **Attachment (I) – HRD and capacity building (Training) framework**

Human Resource Development and institutional capacity building of support services is an important component of the project. This component emphasizes staff training and institutional strengthening in the Panchayat, NGOs and executing government agencies supporting the project's main activities-like reclamation and farm irrigation development. Several government agencies and NGOs are providing critical support to the development of the project and addressing their training needs is seen as a further guarantee of the project effectiveness and sustainability. Training needs addressed in the project include agency specific modules and exposure visits. Project support for institutional strengthening takes different forms depending on the particular needs of each institution. The beneficiaries of local institute like SHG's and Farmer Field Schools are being trained as a master trainer and other income generating activities.

### **Objectives of Training**

Training continues to secure wide support primarily on the ground of its critical role in HRD. It widely regarded as the single most important resource for speedier socio-economic development being attempted through projects.

- Learning process, help in sustainability and develop master trainers, in which learning opportunities are purposely structured by the managerial, personnel and training staff working in collaboration, or by external agents acting on the behalf.
- Develop knowledge, skills and attitudes that have been defined as necessary for the effective performance of staff and their work and enhance the achievements of the UPSLRP's aims & objectives by the most cost-effective means available. The experience shows that the training requires to be designed for instilling knowledge, teaching amicable relevant skills as well as inducing attitude and behavioral changes.
- A participatory approach is being adopted in institutional strengthening and marketing training programs to replicate the system for sustainability of the project

### **TRAINING STRUCTURES**

The structure of trainings is summarized in the table given below. The salient features of Sodic II training structure are as follows:

- During the training programs, the staff **having potential and aptitude to become trainer** are selected and used as village level master trainers in SICs and group meetings.
- With the expansion of training activities at district level need of a person with specific job responsibility of organizing and co-ordination village and district level training was felt and in line with this need one Training and Communication Organizer has been recruited and posted in each district.
- Head Quarter staffs, Line department staff, Field staff up to level of Deputy Managers and NGO staff up to level of NGO accountants are trained through HQ level trainings.
- Grassroots field staffs of U.P.B.S.N. and NGO are trained through district level training.
- Exposure visits within the project, within the state & outside state are organized for U.P.B.S.N., NGO and beneficiaries.

Level of Training	Type of Training	Participants
HQ Level	Project Management, Motivation, Leadership, Participatory, Technical, Computer & MIS, etc., Refresher	HQ Officers, SPM/PM, Executive Staff etc.
District Level	Orientation, Refresher, Technical, Participatory, TOT, Computer, NGO Accountant etc.	DC, PCO, TCO, DM, AM, Supervisors
Village Level	Core Team, MK/MMK, SIC Meeting, WSHG, Crop Production, NGO Level etc.	Dy.M, AM, Supervisors, Male/Female
Exposure Visit	A) In country <ul style="list-style-type: none"> <li>• Within State</li> <li>• Outside State</li> </ul> B) Overseas	HQ Officers/ SPM/PM/DC/TC/D M/Supervisors (Male/Female)

UPBSN is well aware, that the participatory approach being adopted under the project demands substantial capacity building efforts at all levels. Accordingly, the project, through its Training Cell, has planned for building the capacities of farmers, women from farm households, NGOs, officials of UPBSN and other government departments. The Credit Cell has the responsibility of coordinating with the formal credit institutions in the State/ districts and to ensure credit flow to the participating households. Dissemination / publicity activities are being handled by the Media Cell.



## ANNEXURE 2.1: TRAINING INSTITUTIONS &amp; NGO'S INVOLVED IN UPSLRP II

Sl. No.	Training Institutions & NGO's	Kind of Training/ Exposure
1	IFFCO Farmers training center, Phulpur (Allahabad)	District Level Training
	KVK, Naini, Allahabad	District Level Training, MED
2	KVK, Sultanpur	District Level Training, Animal Husbandry, Pump set Mechanic, MED
3	KVK, Rae Bareli	District Level Training, MED
4	KVK, Fatehpur	District Level Training, MED
	KVK, Azamgarh	
5	KVK, Aligarh	District Level Training, MED
6	KGK, Hardoi	District Level Training
7	RRDI, Pratapgarh	District Level Training, MED
8	RRDI, Etawah	District Level Training, MED
9	RRDI, Rae Bareli	District Level Training, MED
10	RRDI, Mainpuri	District Level Training, MED
11	KVK, Kanpur	District Level Training
12	CSUAT, Kanpur	District Level Training, Reclamation, Crops & Horticulture
13	BAIF, Allahabad	Animal Husbandry
14	AVJKS	Boring Mechanic
15	AWARD, Kanpur	Health
16	ASCI, Hyderabad	Procurement Procedure
17	BIRD, Lucknow	SHG & Credit Management, Training of Trainers
18	CIMAP, Lucknow	Aromatic & Medicinal Plants
19	CIPMC, Lucknow	IPM
20	CSSRI, Karnal	Reclamation, Crop & Drainage
21	RFAC, Lucknow	Packaging & Grading
22	IED, Lucknow	Marketing, Entrepreneurship Development
23	SUTRA, Solan	SHG & Credit, Gender
24	NDUAT, Faizabad	Horticulture & Forestry
25	Sarvodaya Ashram	MED
26	CFTRI, Lucknow	MED
27	SIMA, Rahamankhera, Lucknow	Reclamation, Crops, Soil Testing, Food Processing, Vegetable Growing,
28	NIRD, Hyderabad	PRIs, CBOs & NGOs, Participatory Micro Planning, Women Development
29	IIRMA,	Participatory Planning, Participatory Monitoring & Evaluation
30	IIM, Bangalore	Project Management
31	UP Electronics Corporation, Lucknow	Computer Training
32	Datamation Foundation, New Delhi	MED
33	PCDF, Lucknow	Dairy and Paravet
34	Nehru Yuva Kendra *	MED
35	National Productivity Council, Jaipur	Project Management / IT, Managerial effectiveness
36	MANAGE, Hyderabad	SREP, Project Management, Extension, Agri-clinic / Business

37	National Ceramic Research Institute, Khurza	Glass Beads
38	MYRADA, Bangalore	Watershed and SHGs
39	FWWB, Ahmedabad	SHGs
40	Chaitanya, Pune	Clusters/Federations
41	Sad guru Foundation, Dahod	Watershed and SHGs
42	AKRSP, Ahamadabad	Watershed
43	Qualified Learning Systems, Delhi	Self Development
44	PRAXIS, Patna	PRA
45	IAMR, New Delhi	MIS
46	SPAR, Kolkata	Participatory Management
47	CASA, Ranchi	Training of Trainers
48	ITMS, New Delhi	Behavioral Skills
49	IMDUP, Lucknow	Office Management, Managerial Skills
50	SSK, Lucknow	Gender
51	UPBSN	Orientation/Reorientation, Capacity Building, Reclamation Technology Crop Production, Horticulture Vermicompost/Bio- Composting Participatory Management, SHG & Credit Management, Micro Enterprise Development SREP Preparation
52	Leadership Training Center, Lucknow	Managerial Skills, Leadership & Motivation, Time Management, Project Management, Communication skills, Decision Making

**ANNEXURE 2.2: MATRIX OF STAKEHOLDERSWISE TRAINING MODULES AS PER PAD & KINDS OF TRAINING ORGANIZED**

Stake Holders	Training Modules As per PAD	Kinds of Training organised
<b>Managing Director</b>	<ul style="list-style-type: none"> <li>• Leadership training</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Blue Print for Success</li> <li>• Agriculture Research &amp; Extension Services and Privatization</li> <li>• Participatory Irrigation Management</li> </ul>
<b>Joint Managing Director</b>	<ul style="list-style-type: none"> <li>• Leadership training</li> <li>• Farmer led Extension</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Blue Print for Success</li> </ul>
<b>Senior Manager Drainage</b>	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Human Resource Management &amp; Diversity</li> <li>• Project Management</li> <li>• Land &amp; Water management</li> <li>• Procurement Procedure</li> <li>• Computer Application</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Exposure Visit to CSSRI, Karnal</li> <li>• SREP Preparation</li> <li>• Workshop on Project Management</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Reclamation Technology</li> <li>• Drain Management</li> <li>• Managerial Skills</li> <li>• Time Management</li> </ul>
<b>Senior Manager MI</b>	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Project Management</li> <li>• Land &amp; Water management</li> <li>• Procurement Procedure</li> <li>• Computer Application</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Exposure Visit to CSSRI, Karnal</li> <li>• Participatory Irrigation Management</li> <li>• SREP Preparation</li> <li>• Workshop on Project Management</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Reclamation Technology</li> <li>• Managerial Skills</li> <li>• Time Management</li> </ul>
<b>Manager Horticulture</b>	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Human Resource Management &amp; Diversity</li> <li>• Project Management</li> <li>• Horticulture</li> <li>• Forage Production</li> <li>• Medicinal &amp; Aromatic Plants</li> <li>• Farmer led Extension (IIRR)</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Exposure Visit to CSSRI, Karnal</li> <li>• Exposure visit to NDUAT, Faizabad</li> <li>• SREP Preparation</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Horticulture &amp; Forestry</li> <li>• Medicinal &amp; Aromatic Plants</li> <li>• Workshop on Project Management</li> <li>• Reclamation Technology</li> <li>• Managerial Skills</li> <li>• Time Management</li> </ul>

Stake Holders	Training Modules As per PAD	Kinds of Training organised
Senior Manager Procurement	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Project Management</li> <li>• Procurement Procedure</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Workshop on Project Management</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Time Management</li> <li>• Managerial Skills</li> </ul>
Senior Manager Training/Executives	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Human Resource Management &amp; Diversity</li> <li>• Monitoring &amp; Evaluation</li> <li>• Project Management</li> <li>• Farmer led Extension (IIRR)</li> <li>• PRA Based Micro Planning</li> <li>• Participatory Management</li> <li>• SHG Management</li> <li>• Micro Enterprise</li> <li>• Procurement Procedure</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• PRA Based Micro Planning</li> <li>• Communication Skills</li> <li>• New dimension in Extension Management</li> <li>• Exposure Visit to FWWB</li> <li>• Exposure Visit to MYRADA</li> <li>• Exposure Visit to Sadguru Foundation</li> <li>• Training Course design and its Implementation</li> <li>• Workshop on Project Management</li> <li>• SREP Preparation</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Time Management</li> <li>• Reclamation Technology</li> <li>• Dynamic Leadership for Organizational Excellence</li> <li>• Project Management</li> <li>• Managerial Skills</li> <li>• Gender Sensitivity</li> <li>• Effective training management</li> </ul>
Media Executive/Executive Extension	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Human Resource Management &amp; Diversity</li> <li>• Monitoring &amp; Evaluation</li> <li>• Project Management</li> <li>• Extension methodology (MSU)</li> <li>• Media training (USA)</li> <li>• Procurement Procedure</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• PRA Based Micro Planning</li> <li>• Communication Skills</li> <li>• New dimension in Extension Management</li> <li>• Exposure Visit to FWWB</li> <li>• Exposure Visit to MYRADA</li> <li>• Training Course design and its Implementation</li> <li>• SREP Preparation</li> <li>• Workshop on Project Management</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Time Management</li> <li>• Reclamation Technology</li> <li>• Dynamic Leadership for Organizational Excellence</li> <li>• Managerial Skills</li> <li>• Project Management</li> <li>• Gender sensitivity</li> </ul>
Senior Manager (MIS)	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Monitoring &amp; Evaluation</li> <li>• Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Project Management</li> <li>• SREP Preparation</li> <li>• Workshop on Project Management</li> <li>• WB Accounts Procedures</li> </ul>

Stake Holders	Training Modules As per PAD	Kinds of Training organised
	<ul style="list-style-type: none"> <li>• Computer Application</li> <li>• GIS/Network training (USA)</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• Time Management</li> <li>• Reclamation Technology</li> <li>• Seminar on Information Technology</li> <li>• Managerial Skills</li> <li>• Gender sensitivity</li> </ul>
Senior Manager (M & E)	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Human Resource Management &amp; Diversity</li> <li>• Monitoring &amp; Evaluation</li> <li>• Project Management</li> <li>• Computer Application</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Project Management</li> <li>• New dimension in Extension Management</li> <li>• SREP Preparation</li> <li>• Workshop on Project Management</li> <li>• WB Accounts Procedures</li> <li>• Time Management</li> <li>• Reclamation Technology</li> <li>• Managerial Skills</li> <li>• Gender sensitivity</li> </ul>
Senior Manager (Ground Water)	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Project Management</li> <li>• Reclamation Technology, Crop, Nutrient Management &amp; Water Management</li> <li>• GIS/Network training (USA)</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Exposure Visit to CSSRI, Karnal</li> <li>• New dimension in Extension Management</li> <li>• SREP Preparation</li> <li>• Workshop on Project Management</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Time Management</li> <li>• Reclamation Technology</li> <li>• Managerial Skills</li> <li>• Gender sensitivity</li> </ul>
Senior Manager (Marketing)	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Project Management</li> <li>• Participatory Management</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• SREP Preparation</li> <li>• Workshop on Project Management</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Time Management</li> <li>• Reclamation Technology</li> <li>• Managerial Skills</li> <li>• Gender sensitivity</li> </ul>
Senior Manager (Technical)	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Project Management</li> <li>• Participatory Management</li> <li>• Reclamation Technology, Crop, Nutrient Management &amp; Water Management</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> <li>• Blue Print for Success</li> <li>• Exposure Visit to CSSRI, Karnal</li> <li>• SREP Preparation</li> <li>• Exposure Visit to Sadguru Foundation</li> <li>• Exposure to ATMA, HP</li> <li>• Workshop on Project Management</li> <li>• WB Procurement Procedure</li> <li>• WB Accounts Procedure</li> <li>• Time Management,</li> <li>• Reclamation Technology and crop Prod.</li> <li>• Managerial Skill</li> </ul>
Project Coordinator (Roads)	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• Computer Application</li> </ul>



Stake Holders	Training Modules As per PAD	Kinds of Training organised
	<ul style="list-style-type: none"> <li>Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Blue Print for Success</li> <li>Workshop on Project Management</li> <li>WB Procurement Procedure</li> <li>WB Accounts Procedure</li> <li>Time Management</li> <li>Managerial Skills</li> </ul>
Advisor PMC/Executives	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp; Communication</li> <li>Teaching Method, Need Assessment &amp; Programme Planning</li> <li>Human Resource Management &amp; Diversity</li> <li>Monitoring &amp; Evaluation</li> <li>Project Management</li> <li>Farmer led extension (IIRR)</li> <li>PRA Based Micro Planning</li> <li>Participatory Management</li> <li>SHG Management</li> <li>Micro Enterprise</li> <li>Non-Formal Education</li> <li>Procurement Procedure</li> <li>Computer Application</li> <li>Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>State Project Launching Workshop</li> <li>Computer Application</li> <li>Blue Print for Success</li> <li>SHG &amp; Credit Management</li> <li>PRA Based Micro Planning</li> <li>Communication Skills</li> <li>New dimension in Extension Management</li> <li>Management Information System</li> <li>Exposure Visit to FWWB</li> <li>Exposure Visit to MYRADA</li> <li>Exposure Visit to Sadguru Foundation</li> <li>SREP Preparation</li> <li>Time Management</li> <li>Research Methodology for RD Projects</li> <li>WB Procurement Procedure</li> <li>WB Accounts Procedure</li> <li>Reclamation Technology</li> <li>Project Management</li> <li>Managerial Skills</li> <li>Gender sensitivity</li> </ul>
Financial Controller/Accounts officer/Accountants	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp; Communication</li> <li>Financial Management &amp; Accountancy</li> <li>Procurement Procedure</li> <li>Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>State Project Launching Workshop</li> <li>Computer Application</li> <li>Blue Print for Success</li> <li>WB Procurement Procedure</li> <li>WB Accounts Procedure</li> <li>Seminar on Information Technology</li> <li>Managerial Skills</li> <li>Time Management</li> </ul>
Manager (Personnel/Administration)	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp; Communication</li> <li>Human Resource Management &amp; Diversity</li> <li>Project Management</li> </ul>	<ul style="list-style-type: none"> <li>State Project Launching Workshop</li> <li>Computer Application</li> <li>Blue Print for Success</li> <li>WB Accounts Procedures</li> <li>How to better at production, administration &amp; cost</li> <li>Time Management</li> <li>Reclamation Technology</li> <li>Managerial Skill</li> <li>Managerial Skills</li> </ul>
Advisor Credit/Executives	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp; Communication</li> <li>Teaching Method, Need Assessment &amp; Programme Planning</li> <li>Human Resource Management &amp; Diversity</li> <li>Monitoring &amp; Evaluation</li> <li>Project Management</li> <li>PRA Based Micro Planning</li> <li>Participatory Management</li> <li>SHG Management</li> <li>Micro Enterprise</li> <li>Procurement Procedure</li> <li>Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>State Project Launching Workshop</li> <li>Computer Application</li> <li>Blue Print for Success</li> <li>PRA Based Micro Planning</li> <li>SHG Management</li> <li>Workshop on Project Management</li> <li>Training Course design and its Implementation</li> <li>SREP Preparation</li> <li>WB Accounts Procedures</li> <li>Time Management</li> <li>Reclamation Technology</li> <li>Management of Micro enterprise for rural women</li> <li>Managerial Skills</li> <li>Exposure Visit to FWWB</li> </ul>

Stake Holders	Training Modules As per PAD	Kinds of Training organised
	<ul style="list-style-type: none"> <li>Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>Exposure Visit to MYRADA</li> </ul>
Support staff	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Office Management</li> <li>Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>State Project Launching Workshop</li> <li>Computer Application</li> <li>Office automation</li> <li>Modern Office Management</li> <li>Office &amp; Financial Management</li> <li>Managerial Skill</li> </ul>
Project Manager	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp; Communication</li> <li>Teaching Method, Need Assessment &amp; Programme Planning</li> <li>Human Resource Management &amp; Diversity</li> <li>Project Management</li> <li>Reclamation Technology, Crop, Nutrient Management &amp; Water Management</li> <li>Horticulture &amp; Forestry</li> <li>Farmer led Extension (IIRR)</li> <li>Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>District Project Launching Workshop</li> <li>Orientation Programme</li> <li>Blue Print for Success</li> <li>Reorientation Programme</li> <li>Exposure Visit to CSSRI, Karnal</li> <li>Exposure to NDUAT, Faizabad</li> <li>Exposure Visit to FWWB</li> <li>Exposure Visit to MYRADA</li> <li>Procurement Procedures</li> <li>SREP Preparation</li> <li>WB Accounts Procedures</li> <li>Reclamation Technology</li> <li>Management of Micro enterprise for rural women</li> <li>Project Management</li> <li>Exit Policy</li> <li>Time Management</li> <li>Managerial Skills</li> </ul>
Dy Manager	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp; Communication</li> <li>Teaching Method, Need Assessment &amp; Programme Planning</li> <li>Reclamation Technology, Crop, Nutrient Management &amp; Water Management</li> <li>Horticulture &amp; Forestry</li> <li>Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>District Project Launching Workshop</li> <li>Training of Trainers (Panchayat)</li> <li>Orientation Programme</li> <li>Participatory Management</li> <li>Reorientation Programme</li> <li>Capacity Building Programme</li> <li>Reclamation Technology &amp; Crop Production &amp; horticulture</li> <li>IPM for Rabi</li> <li>IPM for Paddy</li> <li>Exposure Visit to FWWB</li> <li>Exposure Visit to MYRADA</li> <li>Exchange Visits</li> <li>Crop Cutting</li> <li>SREP Preparation</li> <li>Bio Composting</li> <li>Project Management</li> <li>Exit Policy</li> </ul>
Dy Manager (systems)	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>District Project Launching Workshop</li> <li>Orientation Programme</li> <li>FMS Package</li> <li>MIS Package</li> <li>Reorientation Programme</li> <li>Sybase (Computer Application)</li> <li>Java Programming &amp; Oracle</li> <li>Microsoft NT Server &amp; Workstations</li> </ul>
Accountants	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Financial Management &amp; Accountancy</li> <li>Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>District Project Launching Workshop</li> <li>Orientation Programme</li> <li>FMS Package</li> <li>WB Procurement Procedure</li> <li>WB Accounts Procedure</li> <li>Workshop on accounting &amp; balance sheet</li> </ul>
Dy Manager (MI/Drainage)	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp;</li> </ul>	<ul style="list-style-type: none"> <li>District Project Launching Workshop</li> <li>Orientation Programme</li> </ul>

Stake Holders	Training Modules As per PAD	Kinds of Training organised
	Communication <ul style="list-style-type: none"> <li>Teaching Method, Need Assessment &amp; Programme Planning</li> <li>Survey, planning and OFD</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Participatory Management</li> <li>Survey, planning &amp; OFD</li> <li>Reorientation Programme</li> <li>Capacity Building Programme</li> <li>Exchange Visits</li> <li>Exposure Visit to MYRADA</li> <li>Drainage &amp; Minor Irrigation in Sodic Areas</li> <li>Minor Irrigation &amp; Management</li> <li>Attitudinal Change</li> </ul>
Assistant Manager	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Reclamation Technology, Crop, Nutrient Management &amp; Water Management</li> <li>PRA Based Micro Planning</li> <li>Participatory Management</li> <li>SHG Management</li> <li>Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>District Project Launching Workshop</li> <li>Orientation Programme</li> <li>Participatory Management</li> <li>Reorientation Programme</li> <li>Exposure Visit to Krishi Expo</li> <li>Capacity Building Programme</li> <li>Reclamation Technology &amp; Crop Production &amp; Horticulture</li> <li>IPM for Rabi</li> <li>IPM for Paddy</li> <li>Exposure Visit to FWWB</li> <li>Exposure Visit to MYRADA</li> <li>Exchange Visits</li> <li>Crop Cutting</li> <li>Horticulture &amp; Aromatic Plants</li> <li>Bio Composting</li> <li>Exit Policy</li> </ul>
Assistant Manager (Horticulture)	<ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Horticulture &amp; Forestry</li> <li>Forage Production</li> <li>Medicinal &amp; Aromatic Plants</li> </ul>	<ul style="list-style-type: none"> <li>District Project Launching Workshop</li> <li>Orientation Programme</li> <li>Horticulture</li> <li>Reorientation Programme</li> <li>Aromatic Plants</li> <li>Exposure visit to NDUAT, Faizabad</li> <li>Horticulture &amp; Aromatic Plants</li> </ul>
NGOs	<b>DC/PC</b> <ul style="list-style-type: none"> <li>Orientation Programme</li> <li>Conflict Resolution, Team Building &amp; Communication</li> <li>Human Resource Management &amp; Diversity</li> <li>Non formal education</li> <li>PRA Based Micro Planning</li> <li>Participatory Management</li> <li>SHG Management</li> <li>Micro Enterprise</li> <li>Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li><b>District Project Launching Workshop</b></li> <li>Orientation Programme</li> <li>Participatory Management</li> <li>PRA Based Micro Planning</li> <li>Reorientation Programme</li> <li>Micro Enterprise Development</li> <li>Exchange Visits</li> <li>Participatory Strategic Planning</li> <li>Participatory Monitoring &amp; Evaluation</li> <li>Women Development-Role of NGOs &amp; CBOs</li> <li>Workshops on Farmers' School/Clubs</li> <li>Strategies for motivation of primary stakeholders</li> <li>Gender Sensitization</li> <li>Capacity Building Programme</li> <li>Project Management</li> <li>Gender Sensitization</li> <li>Management of Micro enterprise for rural women</li> <li>Exchange Visits to FWWB</li> <li>Exchange Visits to MYRADA</li> <li>Exchange Visits to CHAITANYA</li> </ul>

	<p style="text-align: center;"><b>TCO</b></p> <ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Human Resource Management &amp; Diversity</li> <li>• Non formal education</li> <li>• PRA Based Micro Planning</li> <li>• Participatory Management</li> <li>• SHG Management</li> <li>• Micro Enterprise</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• District Project Launching Workshop</li> <li>• Orientation Programme</li> <li>• Participatory Management</li> <li>• PRA Based Micro Planning</li> <li>• Reorientation Programme</li> <li>• Workshop on Training Management</li> <li>• Micro Enterprise Development</li> <li>• Training of Trainers (SHG)</li> <li>• Exchange Visits</li> <li>• Exchange Visits to FWWB</li> <li>• Exchange Visits to MYRADA</li> <li>• Exchange Visits to CHAITANYA</li> <li>• Training of Trainers (Training methodology)</li> <li>• Strategies for motivation of primary stakeholders</li> <li>• Workshops on Farmers' School/Clubs/Clusters</li> <li>• Capacity Building Programme</li> <li>• Gender Sensitization</li> <li>• MIS</li> </ul>
	<p>NGO Accountant</p> <ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• PRA Based Micro Planning</li> <li>• Participatory Management</li> <li>• SHG Management</li> <li>• Micro Enterprise</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• District Project Launching Workshop</li> <li>• Orientation Programme</li> <li>• Participatory Management</li> <li>• Reorientation Programme</li> <li>• Workshop on SHG auditing &amp; Training</li> <li>• Exchange Visits</li> <li>• Workshops on Farmers' School/Clubs/Clusters</li> <li>• Capacity Building Programme</li> </ul>
	<p style="text-align: center;"><b>Supervisors</b></p> <ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• PRA Based Micro Planning</li> <li>• Participatory Management</li> <li>• SHG Management</li> <li>• Micro Enterprise</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• District Project Launching Workshop</li> <li>• Orientation Programme</li> <li>• Participatory Management</li> <li>• Reorientation Programme</li> <li>• SHG &amp; Credit Management</li> <li>• Micro Enterprise Development</li> <li>• Exposure Visit to Krishi Expo</li> <li>• Exchange Visits to FWWB</li> <li>• Exchange Visits to MYRADA</li> <li>• Exchange Visits to CHAITANYA</li> <li>• Capacity Building Programme</li> <li>• Workshops on Farmers' School/ Clubs/ Clusters</li> <li>• Gender Sensitization</li> </ul>

<b>WUG /SHG Leaders training</b>	<ul style="list-style-type: none"> <li>• Pre reclamation 1<sup>st</sup> training</li> <li>• Pre reclamation 2<sup>nd</sup> training</li> <li>• Post reclamation Kharif</li> <li>• Post reclamation Rabi</li> <li>• Field Day Kharif</li> <li>• Field Day Rabi</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• Pre reclamation 1<sup>st</sup> training</li> <li>• Pre reclamation 2<sup>nd</sup> training</li> <li>• Post reclamation Kharif</li> <li>• Post reclamation Rabi</li> <li>• Field Day Kharif</li> <li>• Field Day Rabi</li> <li>• IPM for Rabi</li> <li>• IPM for Paddy</li> <li>• SHG Leaders Training</li> <li>• Exposure Visit to FWWB</li> <li>• Exposure Visit to MYRADA</li> <li>• Exposure visit to Krishi Expo/Mela</li> <li>• Exit Policy</li> <li>• Bio-composting</li> <li>• Vermiculture</li> <li>• FFS Workshop</li> <li>• Food Processing &amp; Preservation</li> <li>• Aromatic and Medicine Plants</li> <li>• Storage</li> <li>• Seed Treatment</li> <li>• Tailoring &amp; embroidery</li> <li>• Vegetable growing</li> <li>• Toy making &amp; gift items</li> <li>• Detergent &amp; soap making</li> <li>• Animal Husbandry</li> <li>• Dairy &amp; Milk Product</li> <li>• Packaging &amp; Grading</li> </ul>
<b>MK/MMK training</b>	<ul style="list-style-type: none"> <li>• Kharif</li> <li>• Rabi</li> <li>• Field Day Kharif</li> <li>• Field Day Rabi</li> <li>• Exposure visit/exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• Kharif</li> <li>• Rabi</li> <li>• IPM for Rabi</li> <li>• IPM for Paddy</li> <li>• Exposure Visit to Krishi Expo/Mela</li> <li>• Exposure Visit to FWWB</li> <li>• Exposure Visit to MYRADA</li> <li>• Field Day Kharif</li> <li>• Field Day Rabi</li> <li>• Exit Policy</li> <li>• Bio Composting</li> <li>• Vermiculture</li> <li>• FFS Workshop</li> </ul>
<b>Animators training</b>	<ul style="list-style-type: none"> <li>• Health</li> <li>• Boring Mech.</li> <li>• Pump set Mech.</li> <li>• AI</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• AH</li> <li>• Health</li> <li>• Pump set Mech.</li> <li>• Boring Mechanic</li> <li>• Marketing</li> </ul>



Master Trainers/members of FFS/Cluster/Federation		<ul style="list-style-type: none"> <li>• Toilet Construction</li> <li>• Workshop on Concept of FFS/Cluster/Federation, its role &amp; responsibilities</li> <li>• Agriculture</li> <li>• Horticulture</li> <li>• AH</li> <li>• SHG</li> <li>• Fisheries</li> <li>• Bee Keeping</li> <li>• Packaging Grading</li> <li>• Health</li> <li>• Education</li> <li>• Legal Literacy</li> <li>• Computer Application</li> <li>• Marketing</li> </ul>
ID	<ul style="list-style-type: none"> <li>• Drainage Improvement</li> <li>• Participatory Management</li> <li>• Participatory Irrigation Management</li> <li>• Computer Application</li> <li>• Drainage Execution &amp; management</li> </ul>	<ul style="list-style-type: none"> <li>• Project Launching Workshop</li> <li>• WB Procurement Procedures</li> <li>• WB Accounts Procedures</li> </ul>
UPCAR	<ul style="list-style-type: none"> <li>• Management of Research Project</li> <li>• Management of Salt Effected Soil</li> <li>• Computer Based Statistical Analysis</li> <li>• Training on System Analysis</li> <li>• Management of high RSC &amp; Saline water</li> <li>• Post Harvest Technology of Aromatic plants</li> <li>• Estimation of physiological indices</li> <li>• Estimation of essential oil &amp; quality of aromatic plant</li> <li>• Physical &amp; Chemical analysis of sodic soil</li> <li>• Management of cropping system</li> <li>• Monitoring &amp; Evaluation of Research Project</li> <li>• Computer simulation modeling</li> <li>• Water Management</li> <li>• Integrated method of soil reclamation</li> <li>• Genesis of sodic soil</li> <li>• Improving reclamation efficiency through modeling</li> <li>• Screening of germplasm for salt tolerance</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• WB Procurement Procedures</li> <li>• WB Accounts Procedures</li> </ul>
RSAC	<ul style="list-style-type: none"> <li>• Digital/Automated cartography</li> <li>• Method of RS Data interpretation</li> <li>• Use of GIS</li> <li>• Modeling using remote sensing &amp; GIS</li> <li>• Image processing</li> <li>• Salt-affected soils characterization</li> <li>• Analytical methods &amp; Data interpretation of soil</li> <li>• Ground water quality &amp; Impact Assessment</li> <li>• Use of computer for modeling GW Management &amp; development</li> <li>• Conjunctive use methodologies of surface water and ground water to avoid environmental degradation</li> <li>• Sampling procedure &amp; design</li> <li>• Methods for statistical analysis</li> <li>• Advanced GIS &amp; integration of models</li> <li>• Advance GPS &amp; data integration</li> <li>• Use of salinity instrument developed by US soil salinity lab</li> </ul>	<ul style="list-style-type: none"> <li>• State Project Launching Workshop</li> <li>• WB Procurement Procedures</li> <li>• WB Accounts Procedures</li> </ul>

	<ul style="list-style-type: none"> <li>• Use of salt movement models developed by USSL</li> <li>• Modeling Groundwater</li> <li>• Impact assessment of reclamation</li> </ul>	
<b>Panchayat Raj</b>	<ul style="list-style-type: none"> <li>• Training of Gram Panchayat</li> <li>• Training of Block Panchayat</li> <li>• Training of District Panchayat in country</li> <li>• Local tour for Panchayat representative Overseas</li> <li>• Study tour for officers</li> </ul>	<ul style="list-style-type: none"> <li>• State /District Project Launching Workshops</li> <li>• Training of Trainers</li> <li>• Multi purpose Workers training</li> <li>• WB Procurement Procedures</li> <li>• WB Accounts Procedures</li> <li>• Agriculture Research &amp; Extension Services and Privatization</li> </ul>
<b>PWD</b>	<ul style="list-style-type: none"> <li>• Latest techniques in road building &amp; equipment</li> </ul>	<ul style="list-style-type: none"> <li>• State /District Project Launching Workshops</li> <li>• WB Accounts Procedures</li> <li>• WB Procurement Procedures</li> </ul>
<b>Agriculture Department</b>	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Reclamation Technology, Crop, Nutrient Management &amp; Water Management</li> <li>• Project Management</li> <li>• Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>• State /District Project Launching Workshops</li> <li>• SREP Preparation</li> <li>• WB Accounts Procedures</li> </ul>
<b>Horticulture Department</b>	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Project Management</li> <li>• Horticulture &amp; Forestry</li> <li>• Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>• State /District Project Launching Workshops</li> <li>• SREP Preparation</li> </ul>
<b>AH Department</b>	<ul style="list-style-type: none"> <li>• Orientation Programme</li> <li>• Conflict Resolution, Team Building &amp; Communication</li> <li>• Teaching Method, Need Assessment &amp; Programme Planning</li> <li>• Project Management</li> <li>• Livestock and dairy development</li> <li>• Computer Application</li> </ul>	<ul style="list-style-type: none"> <li>• State /District Project Launching Workshops</li> <li>• SREP Preparation</li> </ul>

## ANNEXURE 4.1

फसल उत्पादन एवं उपज का आकलन  
 जल संयोजन एवं जल उपयोगिता का आकलन

## भाग 9: कृषि

१ लाभार्थी का नाम..... २ सदस्य/ग्रुप लीडर (कोर  
 टीम सदस्य)

३ जल उपयोग समूह सं०.....

४ गाँव का नाम..... ५ जिला.....  
 .....६ तिथि.....

७ ऊसर सुधार का वर्ष .....

८ जाति .....

९ कार्यान्वित जोत का आकार (एकड़ में)

१० कुल ऊसर भूमि का आकार (एकड़ में)

११ भूमि सुधार का आकार

१२ फसल की उत्पादकता :

अ) भूमि सुधार से पहले फसल उत्पादन :

क्र सं०	उपजाऊ भूमि का आकार (एकड़)	उत्पादकता (एकड़/किलो)	कुल उत्पादन	मूल्य (कु०/रु०)	
चावल					
गेहूँ					

## ANNEXURE 4.2

## महिला/मित्र किसान

महिला/मित्र किसान का नाम.....सदस्य/ग्रुप लीडर (कोर टीम सदस्य) जल उपयोग समूह सं०.....

गाँव का नाम..... जिला..... तिथि.....

1. आपका चयन किसने किया था।
  1. स्वयं सहायता समूह ने
  2. लाभार्थियों ने मिलकर
  3. सहायक प्रबंधक/छळ सुपरवाइजर ने
  4. पता नहीं
  5. अन्य .....
2. आपकी भूमिका क्या थी।
  1. बचत समूहों में बचत एकत्र करता था
  2. फील्ड ड्रेन/लंक ड्रेन (जल निकास नाले/नालियों) बनाने की ठेकेदारी करता था।
  3. परियोजना संबंधी/भूमि सुधार एवं फसल संबंधी जानकारी देता था।
  4. अन्य.....
3. जल उपयोग समूहों में कौन सदस्य होंगे ये किसने तय किया था।
  1. बोरिंग के मालिक ने
  2. लाभार्थियों ने मिलकर
  3. सहायक प्रबंधक/छळ सुपरवाइजर ने
  4. पता नहीं
  5. अन्य .....
4. जल उपयोग समूहों के ग्रुप लीडर का चयन किसने किया था।
  1. बोरिंग के मालिक ने
  2. लाभार्थियों ने मिलकर
  3. सहायक प्रबंधक/छळ सुपरवाइजर ने
  4. पता नहीं
  5. अन्य .....
5. बोरिंग किसके खेत में हो ये किसने तय किया था।
  1. मित्र किसान ने
  2. लाभार्थियों ने मिलकर
  3. सहायक प्रबंधक/छळ सुपरवाइजर ने
  4. पता नहीं
  5. अन्य .....
6. जल उपयोग समूहों के प्रत्येक सदस्य को कौन सा इनपुट (जैसे जिप्सम, बीज, खाद आदि) की कितनी मात्रा में मिलना है, वितरण से पूर्व पता था या नहीं।
  1. हाँ
  2. नहीं
7. ऊसर सुधार हेतु जिप्सम मिलाने के पश्चात लीचिंग हेतु कितने दिनों तक खेत में पानी खड़ा रहना चाहिये।
  1. 1 दिन
  2. 4 दिन
  3. 10 दिन
  4. 30 दिन
9. गाँव के अधिकतर खेतों में ऊसर सुधार हेतु जिप्सम मिलाने के पश्चात लीचिंग किसके द्वारा की गई।
  1. नहर के द्वारा
  2. बोरिंग द्वारा
  3. वर्षा द्वारा
  4. अन्य.....
10. गाँव के अधिकतर खेतों में लीचिंग के पश्चात कितने दिनों की धान नर्सरी की रोपाई की गई थी।
  1. 5-10 दिन
  2. 11-15 दिन
  3. 20-25 दिन
  4. 35-40 दिन

11. खैरा रोग की रोकथाम हेतु क्या करना चाहिये।  
 1. जिंक सल्फेट तथा यूरिया के घोल का छिड़काव 2. फ़ैरस सल्फेट तथा यूरिया के घोल का छिड़काव  
 3. इण्डोसल्फान के घोल का छिड़काव 4. कार्बेन्डाजिम के घोल का छिड़काव
12. बागवानी हेतु कौन से फल वृक्ष ऊसर जमीन में लगाने चाहिये या आपने लगाये।  
 1. आम 2. पपीता 3. केला 4. आंवला
13. खाद / ढ़ेंचा लगाने से ऊसर सुधार में क्या लाभ हैं।  
 1 जीवांश 2 नाइट्रोजन 3 कंकरपैन तोड़ना  
 4 कैल्सियम 5 यूरिया
14. ऊसर सुधार के पचात क्या गाँव के अधिकतर खेतों में ऊसर के पैचैज रह गये थे। थमसक वइमतअंजपवद  
 1. पैच नहीं थे 2. पैच थे लेकिन सुधार कर लिया 3. पैच अभी भी हैं
15. यदि हों तो क्या आपने उसका सुधार कराया या कराने वाले हैं।  
 1. हों 2. नहीं
16. फील्ड ड्रेन/लिंग ड्रेन (जल निकास नाले/नालियों) कहाँ से कहाँ तक होने चाहिये किसने तय किया था।  
 1. मित्र किसान 2. लाभार्थियों ने मिलकर 3. सहायक प्रबंधक/छळ सुपरवाइजर ने  
 4. पता नहीं 5. अन्य .....
17. सुधार के समय बनाये गये लिंग ड्रेन (जल निकास नाले/नालियों) उनकी —थमसक वइमतअंजपवद  
 1. देखभाल अभी हो रही है 2. भर चुके हैं। 3. बने ही नहीं थे।
18. सुधरी हुई भूमि दोबारा ऊसर ना बन जाये उसके लिये क्या करना आवयक है/किया।  
 1..... 2..... 3.....  
 ..... 4.....
19. आपके गाँव में लाभार्थियों को परियोजना के विशय में किन माध्यमों से जानकारी मिली जो आपके गाँव में इस्तेमाल हुआ हो।  
 1. स्थल क्रियान्वयन समिति बैठक 2. फील्ड डे 3. भूमित्र पत्रिका 4. इम्पेक्ट पॉइन्ट  
 5. फिलिप चार्ट 6. सांस्कृतिक दलों द्वारा 7. जागरुकता अभियान 8. अन्य.....
- 20 जो इस्तेमाल हुये उनमें कौन सा कितना प्रभावी है और क्यों

मध्यम	देखना	सुनना	पढ़ना	कुल योग
स्थल क्रियान्वयन समिति बैठक				
फील्ड डे				
भूमित्र पत्रिका				
इम्पेक्ट पॉइन्ट				
फिलिप चार्ट				
सांस्कृतिक दलों द्वारा				
जागरुकता अभियान				
अन्य				

नोट — कॉलम (कितना प्रभावी) में 0 से 10 के बीच में स्कोर करें।



उपरोक्त माध्यमों द्वारा क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

.....

.....

.....

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

.....

.....

.....

21. आपके गाँव में या आस-पास फार्मर फील्ड स्कूल है या नहीं

1. हाँ 2. नहीं

अगर हाँ तो क्या फायदे हो चुके हैं /अपेक्षाएँ हैं।

1. स्कूल द्वारा प्रशिक्षण/जानकारी 2. स्कूल द्वारा प्रदर्शन 3. कृषि एवं यन्त्र सम्बन्धी सेवा 4. अन्य

22. क्या आपके गाँव में एनीमीटर का चयन किया गया था तो कौन-कौन से इस समय गाँव में हैं।

1. बोरिंग मैकेनिक 2. पंपालन 3. पम्पसेट मैकेनिक 4. स्वास्थ्य

5. मार्केटिंग

अगर हाँ तो इनसे फायदा हुआ या नहीं

एनीमीटर	फायदा हुआ या नहीं
बोरिंग मैकेनिक	1. हाँ 2. नहीं
पंपालन	1. हाँ 2. नहीं
पम्पसेट मैकेनिक	1. हाँ 2. नहीं
स्वास्थ्य	1. हाँ 2. नहीं
मार्केटिंग	1. हाँ 2. नहीं

23. क्या आप कभी एक्सपोजर विजिट पर बाहर गये थे अगर हाँ तो कहाँ और कितना फायदा मिला।

कहाँ.....

कितना फायदा हुआ

1. अधिक 2. सामान्य 3. कम 4. नहीं

एक्सपोजर विजिट में क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

.....

.....

.....

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

.....

.....

24. क्या आप बचत समूह के सदस्य हैं

1. हाँ

2. नहीं

क्या आपने समूह से ऋण लिया है।

1. हाँ

2. नहीं

यदि हाँ तो कितना.....

ऋण का नियमित भुगतान कर रहे हैं।

1. हाँ

2. नहीं

25. कोर टीम के क्या कार्य थे एवं आपकी इसमें क्या भूमिका थी।

1.....

2.....

3.....

26. महिला/मित्र किसान /कोर टीम ट्रेनिंग किन-किन विषय पर ट्रेनिंग हुई

क्रम सं०		1	2	3	4	5	6
	प्रशिक्षण विषय						
1	वहाँ मिला						
2	कितने दिन और किस वर्ष						
3	कितना प्रभावकारी रहा						
4	प्रभावकारी होने के कारण	(4.1) अवधि					
		(4.2) प्रशिक्षण विधि					
		(4.3) प्रशिक्षक कैसे थे					
		(4.4) प्रशिक्षण साहित्य					
		(4.5) कितनी बार					
5	प्रशिक्षण संबंधी व्यवस्थायें	(5.1) खाना					
		(5.2) रहना					
		(5.3) प्रशिक्षण स्थल					

नोट कॉलम नं० 3, 4 एवं 5 में 0 से 10 के बीच में स्कोर करें।

प्रशिक्षणों में क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

.....

.....

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

.....

.....

क्या नवीन जानकारी /प्रशिक्षण आवश्यक है।

.....

प्रशिक्षण को और प्रभावकारी कैसे बनाया जाये।

.....

ANNEXURE 4.3  
असिस्टेंट मैनेजर/एन.जी.ओ. सुपरवाइजर

नाम..... सर्किल/उप-इकाई का नाम.....  
जिला..... कब से कार्यरत हैं.....

1. नैस्त्वप् के मुख्य उद्दे य क्या है।
2. इस परियोजना में आपकी क्या भूमिका है।
3. परियोजना के वे कौन से कार्य हैं जिनको करने में आपको महसूस होता है कि आपकी क्षमता वृद्धि की और आव यकता है।
4. परियोजना के वे कौन से कार्य हैं जिनको करने आप अपने को पूर्णरूप से सक्षम पाते हैं।
5. परियोजना निर्वहण हेतु वो कौन सी आव यक जानकारीयां एवं कौ ल हैं जिनके ऊपर प्रशिक्षण का महत्व कम रहता है।
6. परियोजना निर्वहण हेतु वो कौन सी आव यक जानकारीयां एवं कौ ल हैं जिनके ऊपर प्रशिक्षण का महत्व रहता है।
7. क्या आप कभी एक्सपोजर विजिट पर बाहर गये थे अगर हों तो कहाँ और कितना फायदा मिला।

कहाँ.....

कितना फायदा हुआ

1. अधिक    2. सामान्य    3. कम    4. नहीं

एक्सपोजर विजिट में क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

8. आपको किस विषय में प्रशिक्षण मिला और कहाँ मिला एवं कितना प्रभावकारी रहा।

क्रम सं०		1	2	3	4	5	6
	प्रशिक्षण विषय						
1	कहाँ मिला						
2	कितने दिन और किस वर्ष						
3	कितना प्रभावकारी रहा						
4	प्रभावकारी होने के कारण	(4.1) अवधि					
		(4.2) प्रशिक्षण विधि					
		(4.3) प्रशिक्षक कैसे थे					
		(4.4) प्रशिक्षण साहित्य					
		(4.5) एक बार/कई बार					
5	प्रशिक्षण संबंधी व्यवस्थाएँ	(5.1) खाना					
		(5.2) रहना					
		(5.3) प्रशिक्षण स्थल					

नोट कॉलम नं० 3, 4 एवं 5 में 0 से 10 के बीच में स्कोर करें।

प्रशिक्षणों में क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

क्या नवीन जानकारी /प्रशिक्षण आव यक है।

9. प्रशिक्षण बेहतर करने के लिये आपके सुझाव।

10. आपकी राय में मित्र किसान/कोर टीम/एनीमेटर का प्रशिक्षण कितना प्रभावकारी है और क्यों।

	कितना प्रभावकारी रहा	क्यों			
मित्र किसान		1	2	3	4
कोर टीम		1	2	3	4
एनीमेटर		1	2	3	4

नोट — कॉलम (कितना प्रभावकारी रहा) में 0 से 10 के बीच में स्कोर करें।

11. आपकी परियोजना में जानकारी देने हेतु निम्न माध्यमों में से कौन से प्रभावकारी हैं और क्यों।

जानकारी देने के माध्यम	कितना प्रभावकारी रहा	क्यों			
स्थल क्रियान्वयन समिति बैठक		1	2	3	4
फील्ड डे		1	2	3	4
भूमित्र पत्रिका		1	2	3	4
इम्पेक्ट पॉइन्ट		1	2	3	4
फिलिप चार्ट		1	2	3	4
सांस्कृतिक दलों द्वारा		1	2	3	4
जागरुकता अभियान		1	2	3	4
टनय		1	2	3	4

नोट — कॉलम (कितना प्रभावकारी रहा) में 0 से 10 के बीच में स्कोर करें।

## ANNEXURE 4.4

## फार्मर फील्ड स्कूल (सदस्यों द्वारा)

1. फार्मर फील्ड स्कूल क्यों बनाया गया।

1.....

2.....

2. फार्मर फील्ड स्कूल की कार्य प्रणाली क्या है।

1. मास्टर ट्रेनर का चयन

अ. मास्टर ट्रेनर का चयन कैसे किया

1.....

2.....

ब. मास्टर ट्रेनर किन विषयों के हैं

1.....

2.....

स. अन्य

1.....

2.....

2. संसाधनों का श्रजन

अ. सदस्यता भुल्क

1.....

2.....

ब. प्रशिक्षण भुल्क

1.....

2.....

स. कोई सेवा देने का भुल्क

1.....

2.....

द. अन्य

1.....

2.....

3. बैठक / निर्णय प्रक्रिया

अप. दिन / स्थान निश्चित है

1.....

2.....



कार्य कारिणी कैसे बनी

- 1.....
- 2.....

स. बाई लॉज हैं और इन्हें किसने बनाये है।

- 1.....
- 2.....

द. पंचायत घर का उपयोग कर पाते हैं

- 1.....
- 2.....

न. अन्य

4. कार्य क्षेत्र सं०

अ. कितने गाँव / ब्लाक स्कूल के अन्तर्गत आते हैं

- 1.....
- 2.....

5. अन्य.....

- 1.....
- 2.....

3. खेती संबंधी जानकारी को प्राप्त करना एवं उसका प्रसार करने के लिये क्या नियोजन एवं क्रियान्वयन की क्या व्यवस्था हैं। अगर हाँ तो

अ. जानकारी प्राप्त करने हेतु लिकेज

- 1.....
- 2.....

ब. प्रसार हेतु कार्ययोजना

- 1.....
- 2.....

स. कार्ययोजना का अनुश्रवण

- 1.....
- 2.....

द अन्य.....

- 1.....
- 2.....

4. इनपुट तथा मार्केटिंग की व्यवस्था बनाने में कोई योगदान है। अगर हाँ तो

1.....

2.....

5. मास्टर ट्रेनर/स्कूल पदाधिकारियों को किस विषय में प्रशिक्षण मिला और कहाँ मिला एवं कितना प्रभावकारी रहा।

क्रम सं०		1	2	3	4	5	6
	प्रशिक्षण विषय						
1	कहाँ मिला						
2	कितने दिन और किस वर्ष						
3	कितना प्रभावकारी रहा						
4	प्रभावकारी होने के कारण	(4.1) अवधि					
		(4.2) प्रशिक्षण विधि					
		(4.3) प्रशिक्षक कैसे थे					
		(4.4) प्रशिक्षण साहित्य					
		(4.5) एक बार/कई बार					
5	प्रशिक्षण संबंधी व्यवस्थाएँ	(5.1) खाना					
		(5.2) रहना					
		(5.3) प्रशिक्षण स्थल					

नोट कॉलम नं० 3, 4 एवं 5 में 0 से 10 के बीच में स्कोर करें।

प्रशिक्षणों में क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

.....  
 .....  
 .....

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

.....  
 .....  
 .....

क्या नवीन जानकारी /प्रशिक्षण में आवश्यक है।

.....  
 .....  
 .....

6. प्रशिक्षण बेहतर करने के लिये आपके सुझाव।

1.....

2.....

## ANNEXURE 4.5

## स्वयं सहायता समूह (महिला/पुरुष)

- |  |                                   |                            |      |
|--|-----------------------------------|----------------------------|------|
| 1. समूह का नाम   | गाँव                              | ब्लाक                      | जिला |
| 2. समूह का बैंक खाता न०  | बैंक का नाम                       |                            |      |
| 3. समूह गठन की तिथि/वर्ष   |                                   |                            |      |
| 4. सदस्यों की संख्या   |                                   |                            |      |
| आरम्भ में .....  | अब.....                           |                            |      |
| 5. साक्षर सदस्यों की संख्या  |                                   |                            |      |
| आरम्भ में .....  | अब.....                           |                            |      |
| 6. सदस्यों की बचत दर   |                                   |                            |      |
| आरम्भ में .....  | बीच में अगर बदली तो ..... अब..... |                            |      |
| 7. बैंक से लिंकेज है (सी0सी0एल0)   |                                   |                            |      |
| 8. सदस्यों से ऋण पर ली जाने वाली ब्याज दर कितनी है                       |                                   |                            |      |
| 9. कुल बचत   |                                   |                            |      |
| 10. बैंक से लिया गया कुल ऋण  |                                   |                            |      |
| 11. सदस्यों को कुल दिया गया ऋण   | कितने सदस्यों को दिया गया         |                            |      |
| किन कार्यों के लिये दिया गया   |                                   |                            |      |
| 1. घरेलू कार्य के लिये   | 2. खेती के लिये                   | 3. आय वृद्धि कार्य के लिये |      |
| 12. बैंक में भोश राशि कितनी है   |                                   |                            |      |
| 13. डिफाल्टर कितने हैं   | कितनी धनराशि है                   |                            |      |
| 14. समूह में आने वाली समस्याएँ कौन सी हैं एवं उनका समाधान कैसे करते हैं। |                                   |                            |      |
| 15. लेखा-जोखा कौन रखता है।   |                                   |                            |      |
| 16. ऋण किस सदस्य को कितना देना है कैसे निर्धारण करते हैं।                |                                   |                            |      |

17. आपका किन विषयों पर प्रशिक्षण हुआ।

क्रम सं०		1	2	3	4	5	6	7
प्रशिक्षण विषय		समूह प्रबंधन	धन प्रबंधन	लेखा-जोखा प्रबंधन	समस्या समाधान	माइक्रो एन्टरप्राइज	अन्य	
कहाँ मिला								
कितने दिन और किस वर्ष								
कितना प्रभावकारी रहा	ज्यादा							
	कम							
	नहीं							
ज्यादा, कम, धनहीन प्रभावकारी होने के कारण	अवधि	ज्यादा						
		ठीक						
		कम						
	प्रशिक्षण विधि	प्रयोगात्मक						
		लेक्चर						
	प्रशिक्षक कैसे थे	उत्तम						
		साधारण						
	प्रशिक्षण साहित्य	उत्तम						
		साधारण						
		नहीं मिला						
प्रशिक्षण संबंधी व्यवस्थायें	कितनी बार	एक बार						
		कई बार						
	खाना	उत्तम						
		साधारण						
	रहना	उत्तम						
		साधारण						
	प्रशिक्षण स्थल	उत्तम						
		साधारण						

प्रशिक्षण बेहतर करने के लिये आपके सुझाव।

18. क्या आप कभी एक्सपोजर विजिट पर बाहर गये थे अगर हाँ तो कहाँ और क्या फायदा मिला।

कहाँ	क्या फायदा हुआ

19. आपका समूह किसी क्लस्टर से जुड़ा है।

20. क्लस्टर क्यों एवं कैसे बनाया गया।

21. समूह के सदस्यों को आर्थिक/सामाजिक /पर्यावरण एवं अन्य दृष्टि से क्या लाभ हुये हैं।

22. आय वृद्धि की केस स्टडी।

## ANNEXURE 4.6

## क्लस्टर (सदस्यों द्वारा)

१. क्लस्टर की भूमिका क्या है ।

२. संघटन का स्वरूप कैसा है । ( कौन सदस्य होंगे, कार्यकारिणी सदस्य कौन है )

२. क्लस्टर की कार्य प्रणाली क्या है।

१. संसाधनों का सृजन

अप. सदस्यता जुल्क

क. प्रशिक्षण जुल्क

उ. कोई सेवा देने का जुल्क

द. अन्य

२. बैठक/निर्णय प्रक्रिया

अपप. दिन / स्थान निश्चित है

ब. बाई लॉज हैं

स. पंचायत घर का उपयोग कर पाते हैं

द. अन्य

३. कार्य क्षेत्र सं०

अ. कितने समूह/गाँव / क्लस्टर के अन्तर्गत आते हैं

४ क्लस्टर की क्या कार्य योजना है .....

३. क्लस्टर के सदस्यों का किन विषयों पर प्रशिक्षण हुआ एवं कितना प्रभावी था।

क्रम सं०		१	२	३	४	५	६
	प्रशिक्षण विषय						
१	कहाँ मिला						
२	कितने दिन और किस वर्ष						
३	कितना प्रभावकारी रहा						
४	प्रभावकारी होने के कारण	(४.१) अवधि					
		(४.२) प्रशिक्षण विधि					
		(४.३) प्रशिक्षक कैसे थे					
		(४.४) प्रशिक्षण साहित्य					
		(४.५) कितनी बार					
५	प्रशिक्षण संबंधी व्यवस्थायें	(५.१) खाना					
		(५.२) रहना					
		(५.३) प्रशिक्षण स्थल					

नोट कॉलम नं० ३, ४ एवं ५ में ० से १० के बीच में स्कोर करें।



प्रशिक्षणों में क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

क्या नवीन जानकारी /प्रशिक्षण आव यक है।

प्रशिक्षण कितना प्रभावी रहा और क्यों।

४. प्रशिक्षण बेहतर करने के लिये आपके सुझाव।

५. क्या आप कभी एक्सपोजर विजिट पर बाहर गये थे अगर हों तो कहीं और कितना फायदा मिला।

कहीं.....

कितना फायदा हुआ

१. अधिक २. सामान्य ३. कम ४. नहीं

एक्सपोजर विजिट में क्या नवीन/अधिक उपयोगी जानकारी मिली विवरण दें

कौन सी नवीन जानकारी प्रयोग में लाई गई यदि नहीं तो क्यों।

६. क्लस्टर ने कोई सामाजिक कार्य किया है तो क्या।

## ANNEXURE 4.7

## समूह सदस्यों द्वारा स्थापित आर्थिक कार्य का विवरण

1. सदस्य का सामान्य विवरण  
 (i) नाम \_\_\_\_\_ (ii) उम्र \_\_\_\_\_ (iii) लिंग \_\_\_\_\_  
 (iv) जाति \_\_\_\_\_ (v) वर्तमान व्यवसाय का स्थापना वर्ष \_\_\_\_\_
2. वर्तमान कार्य करने से पहले आप क्या करते/करती थीं
3. अगर किसी आर्थिक कार्य से जुड़ी थी तो  
 (i) व्यवसाय का नाम \_\_\_\_\_  
 (ii) वार्षिक आय \_\_\_\_\_
4. आप निम्न किन विषयों पर प्रशिक्षित हुए ?

क्र सं०	विवरण	प्रशिक्षण विषय					
		समूह प्रबन्धन	धन प्रबन्धन	लेखा जोखा प्रबन्धन	समस्या समाधान	माइक्रो इंटरप्राइजेज	अन्य (उल्लेख करें)
1	2	3	4	5	6	7	8
1.	जगह जहां प्रशिक्षण मिला						
2.	अवधि दिन						
3.	वर्ष						
4.	प्रभावकारी की स्थिति						
	ज्यादा सामान्य नहीं						
5.	अवधि						
	ज्यादा ठीक कम						
6.	प्रशिक्षण विधि						
	प्रयोगात्मक लेक्चर						
7.	प्रशिक्षण कैसा था						
	उत्तम सामान्य ठीक नहीं						
8.	प्रशिक्षण प्रभावकारी रहा						
	हाँ नहीं						
9.	प्रभावकारी होने के कारण						
	(i)						
	(ii)						

1	2	3	4	5	6	7	8
10.	प्रशिक्षण कितनी बार किया						
	एक बार						
	दो बार						
	दो से अधिक बार						
11.	प्रशिक्षण सम्बन्धी सुविधायें						
	खाना —						
	उत्तम						
	साधारण						
	रहना —						
	उत्तम						
	साधारण						
	प्रशिक्षण स्थल —						
	उत्तम						
	साधारण						

5. प्रशिक्षण के विषय को बेहतर करने के सुझाव :

क्र सं०	विषय	सुधारने के सुझाव
1.	समूह प्रबन्धन	
2.	धन प्रबन्धन	
3.	लेखा जोखा प्रबन्धन	
4.	समस्या समाधान	
5.	माइक्रो इन्टरप्राइजेज	
अन्य		

6. क्या आप किसी एक्सपोजर विजिट पर कहीं गये थे ?      हाँ ☐ नहीं ☐

यदि हाँ, तो निम्न विवरण दीजिए

क्र सं०	कहाँ (जगह)	क्या फायदा हुआ

7. क्या आपको इस व्यवसाय को स्थापित करने के लिए किसी ने प्रोत्साहित किया ?

हाँ ☐ नहीं ☐

यदि हाँ तो किसने : \_\_\_\_\_

कैसे : \_\_\_\_\_

8. क्यों आपने यह व्यवसाय करना उचित समझा ?
1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
9. प्रारम्भिक निवेशित पूंजी रू०
1. अचल सम्पत्ति \_\_\_\_\_
  2. चल सम्पत्ति \_\_\_\_\_
10. निवेशित पूंजी का श्रोत, पूंजीगत मूल्य सहित
1. सहायता समूह द्वारा (रू०) \_\_\_\_\_
  2. पारिवारिक आय (रू०) \_\_\_\_\_
  3. बैंक द्वारा (रू०) \_\_\_\_\_
  4. अन्य (रू०) \_\_\_\_\_
- कुल \_\_\_\_\_
11. वर्तमान कुल पूंजी
1. अचल (रू०) \_\_\_\_\_
  2. चल (रू०) \_\_\_\_\_
12. क्या वर्तमान व्यवसाय को चलाने में कोई कठिनाई आयी  
यदि हाँ तो क्या कठिनाइयाँ आयीं
1. ऋण सम्बन्धी ☐
  2. बाजार सम्बन्धी ☐
  3. कच्चा माल सम्बन्धी ☐
  4. कुशल श्रमिकों का प्रभाव ☐
  5. अन्य ☐
13. प्राप्त शुद्ध आय (रू०)
1. प्रारम्भ में \_\_\_\_\_
  2. वर्तमान में \_\_\_\_\_
14. उद्यम/कार्य में लगे श्रमिकों का विवरण :
1. पारिवारिक  
\_\_\_\_\_
  2. मजदूरी पर  
कुल  
\_\_\_\_\_

## ANNEXURE 4.8

## मास्टर ट्रेनर/एनीमेटर (.....)

एनीमेटर का नाम..... सदस्य/ग्रुप लीडर (कोर टीम सदस्य) जल उपयोग समूह सं०.....  
 गाँव का नाम..... जिला..... तिथि.....

१. आपको किस संस्था द्वारा प्रशिक्षण मिला और कहाँ मिला, कितने दिन का था एवं कितना प्रभावकारी रहा।

किस संस्था द्वारा

वहाँ मिला

कितने दिन और किस वर्ष

कितना प्रभावकारी रहा			ज्यादा, ६ कम, धनहीं प्रभावकारी होने के कारण									
			अवधि			प्रशिक्षण विधि		प्रशिक्षक कैसे थे		प्रशिक्षण साहित्य		
ज्यादा	कम	नहीं	ज्यादा	ठीक	कम	प्रयोगात्मक	लेक्चर	उत्तम	साधारण	उत्तम	साधारण	नहीं मिला

## प्रशिक्षण संबंधी व्यवस्थायें

खाना ..... रहना ..... प्रशिक्षण स्थल.....

२. उपरोक्त प्रशिक्षण से क्या कुलता प्राप्त हुई।

३. प्रशिक्षण बेहतर करने के लिये आपके सुझाव।

.....  
 .....  
 .....

३. प्रशिक्षण में जो सीखा उसका इस्तेमाल कर रहे हैं। अगर हों तो साल भर में कितनी आमदनी हो जाती है।

	प्रशिक्षण से पूर्व	प्रशिक्षण के बाद
आमदनी		
रोजगार के दिन		

४. आपको रिक्रेशर प्रशिक्षण की आवश्यकता महसूस होती है।

५. आपकी जीविका का मुख्य साधन क्या है और इससे प्रति वर्ष कितनी आमदनी हो जाती है।

६. एक वर्ष में आप कितने केसेज कर पाते हैं।

७. एक केस में लगभग कितनी धनराशि प्राप्त हो जाती है।

८. कितने गाँव में आप सेवा दे पाते हैं।



## ANNEXURE 4.9

**QUESTIONNAIRE FOR LINE DEPARTMENT STAFF**

(To be filled by Coordinating officer of line department)

Name of Department

1. Whether orientation of line department staff about UPSLRP II was carried out?

A. Yes      B. No

2. Whether training of officers on World Bank procurement procedures carried out?

A. Yes      B. No

3. Total number of staff/officers working for UPSLRP II at District and state level

(a) Number of officers.....(b) Number of staff.....

4. Give year wise allocation for training under Sodic Land Project and its utilization (Rs. lakhs)

Year	Allocation	Utilization	% Utilization

5. Furnish details about trainings imparted so far to staff/officers working for UPSLRP II at District and state level (use additional sheets if required)

Subject/ Topic of training	No. of officers/ Staff sent for training	Name of training Institution with place	Year	Opinion about effectiveness of training (Excellent, Good, Satisfactory or Poor)

6. Identify strong points or weaknesses of training mentioned in point no 5.

Strong Points

Weakness

7. Training needs of officers/staff not fulfilled so far:

8. Constraints faced in fulfilling/not fulfilling the training needs of officers/staff:

Signature \_\_\_\_\_

Name \_\_\_\_\_

Designation \_\_\_\_\_

Place \_\_\_\_\_

Date \_\_\_\_\_

ANNEXURE 4.10

**QUESTIONNAIRE FOR UPBSN OFFICIALS**  
**(To be filled by individual officer/staff)**

Name.....Designation.....

Section/Department..... Date/Year of joining.....

1. At the time of joining UPBSN, did you undergo Orientation training?

A. Yes      B. No

2. Mention general areas of competency (technical, managerial and administrative etc), which are required to perform your role and responsibilities.

- I. Technical
- II. Managerial
- III. Administrative
- IV. Others

3. What type of trainings have you undergone since your joining UPBSN? Please furnish information below.

S.NO.	Subject/ Topic	Name of training Institution with place	Year	Your opinion about effectiveness of training (Excellent, Good, Satisfactory or Poor)	Institution Strength/Weakness			
					Quality of Speakers (Excellent, Good, Satisfactory or Poor)	Coverage of theme (Excellent, Good, Satisfactory or Poor)	Methodolog y of training (Excellent, Good, Satisfactory or Poor)	Quality of Infrastructure (Excellent, Good, Satisfactory or Poor)

Mention your training needs, which have not been covered in trainings as described by you above.

Technical

Managerial

Administrative

Other

What is your opinion about training strategy/methodology adopted for employees in terms of adequacy and appropriateness of (a) Process followed for training need assessment (b) Identification of appropriate training institution (c) Annual training plans (d) Monitoring of execution of training as per plan and (d) Follow up mechanism

Process of training needs assessment.....

Identification of training institution.....

Annual training plans .....

Monitoring of training .....

Follow up mechanism.....

What are essential competencies, which UPBSN field staff has adequately acquired through training interventions, to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes?

- Technical
- Participatory
- Extension

What are essential competencies to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes but UPBSN field staff has inadequately acquired through training interventions?

- Technical
- Participatory
- Extension

What are essential competencies, which NGO field staff has adequately acquired through training interventions, to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes?

- Technical
- Participatory
- Extension

What are essential competencies to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes but NGO field staff has inadequately acquired through training interventions?

- Technical
- Participatory
- Extension

10. Give your opinion about effectiveness/utility of various types of training and extension interventions like Core team training, MK/MMK training, Animators/FFS master trainers training, SHG training, SIC training, Field Days, Exposure visits being undertaken for beneficiaries.

- (i) Core team training
- (ii) MK/MMK training
- (iii) Animators/FFS master trainers training
- (iv) SHG/Leaders training
- (v) SIC training
- (vi) Field Days
- (vii) Exposure visits
- (viii)

11. Give your opinion about line department officers/staff training in terms of competence, coverage, quality, methodology, infrastructure, etc.

- (i) Irrigation Department
- (ii) PWD
- (iii) Panchayat Raj
- (iv) Agriculture
- (v) RSAC
- (vi) UPCAR

12. Give your opinion about utilization level and impact of extension aids like Bhumitra, Impact Point, Flip Charts, cultural parties etc

- (i) Bhumitra
- (ii) Impact Point
- (iii) Flip Charts
- (iv) Cultural parties
- (v)

13. Give your suggestions for improving effectiveness of training in future:

Date:

Place:

Signature:



Mention your training needs, which have not been covered in trainings as described by you above.

Technical

Managerial

Administrative

Other

What is your opinion about training strategy/methodology adopted for employees in terms of adequacy and appropriateness of (a) Process followed for training need assessment (b) Identification of appropriate training institution (c) Annual training plans (d) Monitoring of execution of training as per plan and (d) Follow up mechanism

Process of training needs assessment.....

Identification of training institution.....

Annual training plans .....

Monitoring of training .....

Follow up mechanism.....

What are essential competencies, which UPBSN field staff has adequately acquired through training interventions, to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes?

- Technical
- Participatory
- Extension

What are essential competencies to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes but UPBSN field staff has inadequately acquired through training interventions?

- Technical
- Participatory
- Extension

What are essential competencies, which NGO field staff has adequately acquired through training interventions, to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes?

- Technical
- Participatory
- Extension

What are essential competencies to enable beneficiaries to initiate reclamation and participatory processes and sustain outputs & outcomes of these processes but NGO field staff has inadequately acquired through training interventions?

- Technical
- Participatory
- Extension

10. Give your opinion about effectiveness/utility of various types of training and extension interventions like Core team training, MK/MMK training, Animators/FFS master trainers training, SHG training, SIC training, Field Days, Exposure visits being undertaken for beneficiaries.

- (i) Core team training
- (ii) MK/MMK training
- (iii) Animators/FFS master trainers training
- (iv) SHG/Leaders training
- (v) SIC training
- (vi) Field Days
- (vii) Exposure visits
- (viii)

11. Give your opinion about line department officers/staff training in terms of competence, coverage, quality, methodology, infrastructure, etc.

- (i) Irrigation Department
- (ii) PWD
- (iii) Panchayat Raj
- (iv) Agriculture
- (v) RSAC
- (vi) UPCAR

12. Give your opinion about utilization level and impact of extension aids like Bhumitra, Point, Flip Charts, cultural parties etc

- (i) Bhumitra
- (ii) Impact Point
- (iii) Flip Charts
- (iv) Cultural parties
- (v)

13. Give your suggestions for improving effectiveness of training in future:

Date:

Place:

Signature: